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The UNICEF medium-term strategic plan, 2006-2009 Investing in children: the UNICEF contribution to poverty reduction and the Millennium Summit agenda

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List of abbreviations

ADEA	Association for the Development of Education in Africa
ARI	acute respiratory infections
ARVs	anti-retroviral drugs
CAP	Consolidated Appeals Process
CBO	community-based organization
CCC	Core Corporate Commitments for Children in Emergencies (UNICEF)
CDC	United States Centers for Disease Control and Prevention
CDD	control of diarrhoeal diseases
CSO	civil society organization
CHAP	Common Humanitarian Action Plan
DHS	Demographic and Health Survey
DPT3	three doses of combined diphtheria/pertussis/tetanus vaccine
ECD	early childhood development
ECHA	Executive Committee on Humanitarian Affairs
ECPS	Executive Committee on Peace and Security
EFA	Education for All
FGM/C	female genital mutilation/cutting
FTI	Fast Track Initiative (World Bank)
GAIN	Global Alliance for Improved Nutrition
GAVI	Global Alliance for Vaccines and Immunization
GMC	Global Movement for Children
GNI	gross national income
Habitat	United Nations Centre for Human Settlements
HR	human resources
IASC	Inter-Agency Steering Committee
IBFAN	International Baby Food Action Network
ICCIDD	International Council for Control of Iodine Deficiency Disorders
ICRC	International Committee of the Red Cross
ICT	information and communication technology
IDD	iodine deficiency disorders
IFF	international financing facility
IFIs	international financial institutions

ILO	International Labour Organization
IMEF	Integrated Monitoring and Evaluation Framework
IMR	infant mortality rate
INEE	Interagency Network for Education in Emergencies
IPU	Inter-Parliamentary Union
IRC	International Rescue Committee
ITN	insecticide-treated net
LDCs	least developed countries
MDG	Millennium Development Goal
MICS	multiple indicator cluster survey
MMR	maternal mortality ratio
MTR	midterm review
MTSP	medium-term strategic plan
NGO	non-governmental organization
NID	National Immunization Day
OCHA	United Nations Office for the Coordination of Humanitarian Affairs
ODA	official development assistance
OECD/DAC	Development Assistance Committee of the Organization for Economic Cooperation and Development
OMEP	Organization Mondiale pour l'Éducation Prescolaire (World Organization for Early Childhood Education)
OMP	office management plan (UNICEF)
ORS/ORT	oral rehydration salts/therapy
PMTCT	prevention of mother-to-child transmission of HIV
ProMs	Programme Manager System (UNICEF)
PRS	poverty reduction strategy
PSD	Private Sector Division (UNICEF)
STI	sexually transmitted infection
SWAp	sector-wide approach
TCPR	triennial comprehensive policy review (of United Nations operational activities for development)
U5MR	under-five mortality rate
UIS	UNESCO Institute of Statistics
UNAIDS	Joint United Nations programme on HIV/AIDS
UNCT	United Nations country team

UNDAF	United Nations Development Assistance Framework
UNDG	United Nations Development Group
UNDP	United Nations Development Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNFPA	United Nations Population Fund
UNGEI	United Nations Girls' Education Initiative
UNHCHR	Office of the United Nations High Commissioner for Human Rights
UNHCR	Office of the United Nations High Commissioner for Refugees
UNODC	United Nations Office on Drugs and Crime
WABA	World Alliance for Breastfeeding Action
WFP	World Food Programme
WHO	World Health Organization

Overview

1. During the four-year period of this medium-term strategic plan (MTSP), UNICEF aims to make a difference for children around the world by putting at the centre of its work:

(a) Strengthened alliances within and beyond the United Nations to promote sustained and scaled-up investments for children and families, as a central strategy for the Millennium agenda;

(b) Continued support for building national capacities to fulfil children's rights, with increased emphasis on strengthening policy frameworks, service delivery and protection systems and institutions;

(c) Systematic efforts to leverage additional resources and results for children through advocacy and partnerships and by generating evidence to inform decision-making.

2. The MTSP for 2006-2009 builds on the findings of the midterm review (MTR) of the preceding plan for 2002-2005 (E/ICEF/2001/13 and Corr.1) and responds to changes and trends in the global situation of children, the international context and the institutional setting of UNICEF, including its role in the United Nations reform process.

3. Working within wider partnerships and alliances, and in support of national goals and priorities, UNICEF will contribute to building national capacities for fulfilling children's rights and will support key programmes to ensure children's rights to survival, development and protection.

The UNICEF mission and mandate

4. This organizational plan is based on a set of guiding principles reflecting the mission and mandate of UNICEF and deriving from four key guiding documents:

(a) The UNICEF Mission Statement, adopted by the UNICEF Executive Board in 1996;

(b) The Convention on the Rights of the Child, recognized by the Mission Statement as guiding the work of UNICEF;

(c) The Millennium Summit Declaration of the General Assembly;

(d) The Declaration and Plan of Action (*A World Fit for Children*) adopted by the General Assembly Special Session on Children in 2002.

5. These documents provide the basis for focusing the work of UNICEF for children through its time-bound corporate plan. The overall framework provided by this plan will be combined with national priorities, strategic partnerships, operational experience and country and regional conditions, especially with regard to children and women, to determine specific programmes of cooperation and courses of action based on national leadership.

The overall objective and summary of the MTSP focus areas

6. The overall objective of the MTSP for 2006-2009 is to focus the capacities and organize the work of UNICEF to make a difference for children by supporting the

national and international implementation of the Millennium Summit Declaration and pursuit of the Millennium Development Goals,[1] and to ensure an effective UNICEF contribution to poverty reduction through advocacy and partnerships that generate sustained investments in children's survival, development and protection.

7. The focus areas through which this objective will be pursued are outlined below. They are shown in table 1 in relation to the key elements of the Declaration and the Millennium Development Goals to which they contribute. These five areas are closely interlinked and will be pursued synergistically (see chapter III). They reflect the main components of the international agenda on which UNICEF will focus its work for 2006-2009, and substantially thereafter towards 2015:

(a) **Focus area 1. Young child survival and development**: Support in regular, emergency and transitional situations for essential health, nutrition, water and sanitation programmes, and for young child and maternal care at the family, community, service-provider and policy levels;

(b) **Focus area 2. Basic education and gender equality**: Focus on improved developmental readiness for school; access, retention and completion, especially for girls; improved education quality; education in emergency situations and continued leadership of the United Nations Girls' Education Initiative (UNGEI);

(c) **Focus area 3. HIV/AIDS and children**: Emphasis on increased care and services for children orphaned and made vulnerable by HIV/AIDS, on promoting expanded access to treatment for children and women and on preventing infections among children and adolescents; continued strong participation in the Joint United Nations Programme on HIV/AIDS (UNAIDS);

(d) **Focus area 4. Child protection from violence, exploitation and abuse**: Strengthening of country environments, capacities and responses to prevent and protect children from violence, exploitation, abuse, neglect and the effects of conflict;

(e) **Focus area 5. Policy advocacy and partnerships for children's rights**: Putting children at the centre of policy, legislative and budgetary provisions by: generating high-quality, gender-disaggregated data and analysis; using these for advocacy in the best interests of children; supporting national emergency preparedness capacities; leveraging resources through partnerships for investing in children; and fostering children's and young people's participation as partners in development.

[1] As endorsed by Heads of State and Governments in the United Nations General Assembly on 8 September 2000.

Table 1
UNICEF support to the Millennium agenda: International goals and contributing MTSP focus areas

Goal 1: Eradicate extreme poverty and hunger	**Goal 2: Achieve universal primary education**	**Goal 3: Promote gender equality/ empower women**	**Goal 4: Reduce child mortality**
Young child survival and development Policy advocacy & partnerships for children's rights	**Basic education and gender equality**	**Basic education and gender equality** Policy advocacy & partnerships for children's rights	**Young child survival and development** HIV/AIDS and children
Goal 5: Improve maternal health	**Goal 6: Combat HIV/AIDS, malaria and other diseases**	**Goal 7: Ensure environmental sustainability**	**Goal 8: Global Partnership for development**
Young child survival and development	**HIV/AIDS and children** Young child survival and development	Young child survival and development	**Policy advocacy and partnerships for children's rights**
Millennium Declaration (esp. chapter VI)	**Child protection from violence, exploitation and abuse**		

Note: Bold face denotes the primary contributions of each focus area.

8. Chapter III below elaborates on the links between these Goals and the focus areas. Chapter IV describes each focus area, and annex I contains results matrices that further detail the organizational targets, indicators, areas of cooperation and key partnerships to be pursued. The matrices describe the specific contributions UNICEF expects to make to international goals, and provide the basis for monitoring, reporting and accountability.

9. The plan's major cross-cutting and partnership strategies are outlined in chapter V. Management and operational strategies underpinning the work of UNICEF are described in chapter VI, which indicates how UNICEF will organize its internal capacities to support the organizational targets. The plan's resource implications, fund-raising strategy and financial targets are described in chapters VII and VIII. The integrated monitoring and evaluation framework (annex II) summarizes major themes for evaluation and research during the plan period, and establishes key indicators for monitoring results achieved and organizational performance.

I. Context and orientation of the MTSP

10. The MTSP sets out the vision and core strategies that will guide UNICEF work during 2006-2009. In addition to the UNICEF mission and mandate, this MTSP is based on and responds to the 2004 MTR of the 2002-2005 plan; trends and changes affecting children; and shifts in the international context in which UNICEF operates, including within the United Nations system itself.

11. The MTR, involving a wide range of UNICEF partners, recommended that many positive elements of the previous plan be retained. It also suggested that UNICEF should align its corporate plan more closely with the Millennium Declaration and its Development Goals; better define its role within the United Nations system; increase its contributions to national capacity-building and policy development for children; further strengthen its work in emergency and post-conflict transition situations; elaborate its organizational monitoring and evaluation framework; and clarify its approach to early childhood development (ECD). The current plan responds to these recommendations and to analysis of UNICEF strengths and weaknesses (see E/ICEF/2005/7, paras. 54-60).

12. At mid-decade, the situation of children remains grave in many countries.[2] Over half the children in the developing world still live without the basic services, commodities and protection which are critical for their survival and development. About 10.8 million children under the age of five years continue to die each year, some 4 million during the first month of life. The deprivations and threats faced by children are a major obstacle to the achievement of the Millennium Goals, including the goal of reducing poverty and hunger. Although deaths from vaccine-preventable diseases have declined, malaria, diarrhoeal disease, child and maternal malnutrition, acute respiratory infections, unhealthy home environments and accidents contribute widely to child mortality. One child in six is severely hungry, one in seven receives no health care, one in five has no safe water and one in three has no toilet or sanitation facilities at home. About 115 million primary-school-age children are not attending school, and girls are disproportionately excluded.

13. Existing patterns of mortality, exclusion, discrimination, violence, abuse and exploitation are now severely aggravated by the HIV/AIDS pandemic, which deprives children of their rights to survival, development, education and parental and family care. About 2 million children are infected with HIV, millions more are affected by AIDS due to parental illness or death and some 15 million children have been orphaned. Children also continue to be recruited as soldiers, trafficked as virtual slaves and used for commercial sexual exploitation and forms of labour that are harmful to their health and development. Poverty, disparities and gender-based and other inequalities are underlying factors preventing families from ensuring care and protection for their children in most poor countries. Child poverty has also risen in many industrialized countries.

Changes in the global and organizational context

14. The last few years have seen dynamic trends in the organizational environment facing the United Nations, including UNICEF. These include:

(a) The firm establishment of the United Nations Millennium Declaration and the agreed Development Goals on the priority agenda of developing and industrialized countries alike;

(b) The success of the Monterrey Consensus in reaffirming the need for additional official development assistance (ODA) flows, improved governance and renewed commitments to instruments such as poverty reduction strategies (PRSs)

[2] See also chapter IV below and E/ICEF/2005/7, paras. 13-20.

and modalities such as direct budget support and sector-wide approaches (SWAps), coupled with less than commensurate support to "traditional" multilateral sources;[3]

(c) Ongoing ratification of United Nations human rights treaties and protocols relevant to children, and further systematization of national reporting to the treaty bodies;

(d) Further emphasis on national ownership of the development process, and on coherent international support with lowered transaction costs;

(e) The increasingly serious impact on United Nations field operations of major acts against the security of its staff, coupled with repeated large-scale challenges for all United Nations agencies to deliver on their commitments to emergency-affected populations;

(f) Further emphasis on the role of the United Nations system in supporting national capacity development, including in the poorest countries and those in, or emerging from, conflict, and increased attention to the United Nations role in peacebuilding and conflict prevention, including further harmonization across the political, military, development and humanitarian sectors to address the challenge of helping countries with the transition from war to peace;

(g) A continued desire to see United Nations agencies achieve greater collaboration, coherence and effectiveness to maximise the impact of their relatively limited resources, and measures by bilateral donors to achieve similar goals (e.g., through the Development Assistance Committee (DAC), Organization for Economic Cooperation and Development (OECD) Harmonization and Alignment initiative and the Paris Declaration on Aid Effectiveness, March 2005);

(h) Affirmation of the role of the United Nations in facilitating policy formulation and dialogue, providing normative advice based on international standards and good practices, and offering subject-specific expertise to support service delivery to families and communities.

15. The ongoing reform process calls upon UNICEF, as a member of the Executive Committee of the United Nations Development Group (UNDG), to play a central role in shaping a strengthened United Nations system that is relevant and effective, and better able to support the fulfilment of international commitments. A revitalized United Nations development system, working in close harmony and with effective country-level leadership, will reinforce the work of UNICEF for children, allow for more effective support to the Millennium Declaration and the child-focused Development Goals, and be able to take fuller advantage of increasing ODA resources and new financial modalities.

16. The Secretary-General's review of five years' experience in the follow-up to the Millennium Summit stresscs the imperatives and reinforcing nature of development, human security and human rights; the multifaceted nature of the development challenge; and the need to dramatically accelerate action through well-resourced national strategies bold enough to reach the Millennium Development Goals by 2015.[4] This would include PRSs,and partnerships that lead to the rapid scaling-up of public investments in many areas affecting children, while

[3] See General Assembly resolution 59/250 of 22 December 2004 on the triennial comprehensive policy review of operational activities for development of the United Nations system.

[4] In Larger Freedom: towards development, security and human rights for all (A/59/2005).

strengthening governance and national capacities and promoting human rights and civic participation. The proposals also highlight the role of United Nations country teams (UNCTs) in providing support to national strategy development and to the implementation by countries of large-scale programmes to reach the Millennium Development Goals.

Organizational response to the changing environment

17. In light of these trends, UNICEF will substantially increase its emphasis during this plan period on working as part of the UNCTs and with other partners in support of national capacity-building, policy development and scaled-up implementation. This will include coordinated technical assistance and support to national partners, across all focus areas, in:

(a) Formulating and strengthening national strategic planning and poverty reduction frameworks that integrate priorities for children and multi-donor coordination frameworks for basic services;

(b) Accelerating child-related programmes and investments to reach the Millennium Development Goals, particularly by extending services to, empowering and building capacities among the poorest families and communities, an approach that also promotes the improvement of human security; [5]

(c) National initiatives for setting standards and undertaking policy, legislative, regulatory and administrative reforms to strengthen health, education, social welfare and other social service systems, as part of United Nations support to improved governance;

(d) Monitoring and reporting on achievements at different levels, including through support to monitoring systems for the Millennium Development Goals and child-related social indicators, developing and disseminating research and analysis on factors affecting the situation of children and women, including public expenditure trends, and implementation reports on the Convention on the Rights of the Child and the Convention on the Elimination of all Forms of Discrimination against Women;

(e) Facilitating policy dialogue and exchange among national partners, including civil society and youth representatives, and promoting wider access by national partners to international experiences and good practices on programming for children, including technological innovations;

(f) Supporting emergency preparedness and response and post-emergency transition.

18. UNICEF will strengthen its capacity to support high-impact national programme initiatives in the focus areas of this MTSP, particularly to support the expansion of basic services to the most underserved populations.

19. A further important UNICEF focus will be on working with partners to identify and leverage additional resources for accelerating results and impact for children. This will entail new strategic partnerships, at the global, regional and country levels, with multilateral, private sector, philanthropic, faith-based and civil society organizations which are making investments for children. It will also call for

[5] See *Human Security Now*, Report of the Commission on Human Security, New York, 2003.

greater collaboration with global funds, international financial institutions and other United Nations agencies (see chapter V, section E).

20. UNICEF procurement services and expertise in international commodity purchasing and supply will increasingly enhance its country programme support. UNICEF offers Governments, global funding partners and other United Nations agencies a quality-controlled facility through which to make cost-efficient use of resources aimed at ensuring that commodities (such as vaccines and school supplies) critical to achieving the Millennium Development Goals are available to families. Procurement services are expected to make especially critical contributions to key results for young child survival and combating HIV/AIDS and malaria.

Greater strategic focus for sustained results

21. UNICEF will improve its strategic focus by building on its strengths and focusing more strongly on results for children in well-defined areas of cooperation, guided by national priorities and the framework provided by this plan, while supporting other United Nations or bilateral agencies that are taking a lead in areas of cooperation relevant to children. UNICEF will sharpen its prioritization of cooperation areas within the United Nations Development Assistance Framework, the Consolidated Appeal Process (CAP), the Common Humanitarian Action Plan (CHAP), post-conflict needs assessments and other national instruments. Major areas for the use of joint programme modalities are discussed in this plan.

22. The shift by UNICEF in this plan period towards a greater relative emphasis on "upstream" support to national policy, capacity and partnerships for scaled-up programme delivery may, in some cases, entail a reduction of support to smaller-scale project activities. This should also lead to major reductions in time spent by programme partners on small-scale project management.[6]

23. UNICEF will continue to cooperate with partners in pioneering and pilot innovations designed to assist in the development of national sectoral policies, technical advances and experience in reaching marginalized children and poor families. Support for small-scale project implementation with a strong element of capacity-building, including among local non-governmental organizations (NGOs), will also continue to be significant in some situations, such as emergency response and post-crisis transitions.

24. Within the United Nations family of agencies, UNICEF will also focus more sharply on the other comparative advantages that enable it to make a distinct contribution to national capacity-building for the Millennium Development Goals. These include supporting knowledge-generation and analysis on the situation of children and women; facilitating the scaling-up of successful strategies to reach the most marginalized; promoting intersectoral approaches that address the situation of children in a coherent and protective manner; and facilitating national and local alliances in both the public and private sectors to achieve results for children.

[6] The introduction in 2006-2007 of revised and harmonized procedures for the monitoring of resource transfers made by United Nations agencies to national partners is also expected to contribute to this reduction.

Ensuring capacity for emergency response

25. Humanitarian response activities are an essential part of the overall work and cooperation of UNICEF. The major emergencies of the new decade have underscored the need for UNICEF to be equipped and prepared to respond rapidly to both large and smaller-scale humanitarian crises, in accordance with its 2004 Core Commitments for Children in Emergencies (CCCs). Major humanitarian interventions in Afghanistan, the Democratic Republic of Congo, Iraq, Sudan and elsewhere, and the response to the 2004 Indian Ocean tsunami, have highlighted the importance for UNICEF of having effective policies and procedures, operating systems, experienced staff, stand-by funding and material resources in place.

26. During this plan period, UNICEF will continue to build its capacities to respond to emergencies in a timely and effective manner. They are explicitly mainstreamed into the operational approach, focus areas and results framework of this plan, including through management and operational strategies and key results in respect of life-saving assistance, the protection of vulnerable children and restoring education in crisis situations (see table 2).

27. UNICEF will make use of lessons learned in recent emergencies, while consistently supporting children affected by complex emergencies and natural disasters. Building on inter-agency work, UNICEF will also intensify its support to countries in post-conflict transition that face "poverty traps" and severely weakened institutional capacities for service delivery and child protection. Similarly, UNICEF will further increase its attention and support to conflict prevention, peacebuilding, early warning and emergency preparedness. Building on Security Council Resolution 1539 (2004), UNICEF will collaborate in the development of systems and mechanisms for monitoring and reporting on violations of children's rights in situations of armed conflict.

28. In humanitarian response and post-crisis transition, the extensive field experience and presence, neutrality, human rights-based mandate and operational capacities of UNICEF will continue to be particularly important assets, including for support to the proposed Peacebuilding Commission and to United Nations integrated missions.

Differentiated strategies

29. The broad results framework and strategies of the MTSP will continue to be adapted to differing country and regional situations, through the nationally led programming process. While the bulk of UNICEF resources will be allocated to cooperation in least developed countries (LDCs), UNICEF will continue to play a meaningful role in support of children's rights in a more selective manner in middle- and upper-income countries. It is not expected that UNICEF cooperation will encompass all focus areas in every country. Regional and inter-country initiatives will be pursued when feasible, to achieve synergies and enhance country programme results.

30. This differentiated approach will also apply to targets and specific areas of collaboration. For example, cooperation to address child survival in much of sub-Saharan Africa will focus heavily on malaria control and immunization, while child mortality reduction in parts of Asia and elsewhere will entail addressing such issues as the prevention of injuries and accidents. Cooperation in middle-income countries

will often involve support for building national and local capacities to reduce inequalities and improve outcomes for highly impoverished children and families.

31. While the majority of countries are focusing their national plans on the achievement of the millennial goals, others are already able to pursue a more ambitious "Millennium Development Goal-plus" agenda. UNICEF will take these differing national goals into account in the design of its cooperation and advocacy. Similarly, some focus areas of this plan are likely to receive relatively greater weight within UNICEF cooperation in LDCs or emergency-affected countries (e.g., focus area 1), compared to others in middle-to-higher income countries (e.g., focus area 5). Annex I provides more details of the expected geographic focus, age group and other characteristics of the organizational targets of the plan.

II. Guiding principles

32. Derived from the UNICEF Mission Statement and mandate, and from the role of the United Nations as confirmed by the 2004 triennial comprehensive policy review (TCPR) and other resolutions of the General Assembly and Economic and Social Council, the following guiding principles underpin this MTSP and will be applied throughout the organization in its implementation. These principles reflect and reaffirm the core values and purposes of UNICEF:

(a) UNICEF brings a human rights perspective and strives to mainstream gender issues in all its work for children, with the Convention on the Rights of the Child as principal reference, and recognizes the mutually supportive relationship between this Convention and the Convention on the Elimination of all Forms of Discrimination against Women;

(b) The Millennium Declaration and Millennium Development Goals provide a set of shared international priorities with worldwide consensus and a 2015 horizon. Their commitments and targets are directly supported by UNICEF as a matter of priority;

(c) The Declaration and Plan of Action adopted by the General Assembly Special Session on Children in 2002 (*A World Fit for Children*) provide a more detailed vision for children, and are of particular relevance to the work of UNICEF;

(d) UNICEF works with national government leadership, in cooperation with international partners and through partnership frameworks, to promote and achieve the best results for children;

(e) UNICEF is an agency of the United Nations. It participates actively in all efforts to improve the work and effectiveness of the United Nations system and collaborates with other United Nations agencies working for the Millennium agenda. UNICEF develops and undertakes its country-level cooperation as a member of the UNCT, within the UNDAF, the CHAP, the CAP or other inter-agency frameworks, as applicable, focused on results for children;

(f) UNICEF promotes, advocates for and supports children's rights in all situations, through appropriate means, including in emergencies, post-conflict and natural disaster transition and, through global advocacy, in industrialized countries. It speaks out on behalf of children, especially in cases of gross violations of children's rights;

(g) UNICEF continues to cooperate primarily through a country-based approach centred on capacity-building. This approach is: (i) owned, led and coordinated by national authorities; (ii) informed by national priorities and planning frameworks and by evidence on the situation of children; (iii) oriented towards building the capacities of local and national institutions to fulfil the rights of children; and (iv) supportive of the effective convergence of policies, basic services, essential commodities, care and protection for children;

(h) UNICEF works to support the capacities of parents and legal guardians as those with rights, duties and primary responsibility for the child, and promotes the role of families as the fundamental group of society and the natural environment for the growth, well-being and happiness of children. UNICEF also pays particular attention to the circumstances of children who lack parental care;

(i) UNICEF aims, through its programmes of cooperation and by working with other members of the UNCT, to promote the rights of women as equal members of society and to support their full participation in the political, social and economic development of their communities. UNICEF recognizes the empowerment of women as especially important for the realization of the rights of girls and boys, and for the creation of healthy families, communities and societies;

(j) UNICEF systematically integrates its commitments to respond to the urgent needs of children, women and families in emergency situations throughout its programming and operations. UNICEF builds and retains institutional capacity to meet the CCCs and ensures that its staff and all programmes of cooperation are able to adapt to emergency situations that require humanitarian response;

(k) As part of these commitments, UNICEF supports access to health, sanitation, nutrition, protection and education for children and families who have become internally displaced due to humanitarian crises, and supports the communities that may be hosting these populations;

(l) UNICEF works with partners to put children at the centre of all relevant national policy and planning tools (including PRSs, SWAps and national, subnational and municipal plans of action for children) and promotes meaningful and appropriate participation by children and young people in decision-making processes that affect them at different levels of society;

(m) UNICEF work at all levels is informed by evidence, current knowledge, good practice, the lessons of evaluation and international experience;

(n) Through its cooperation with partners, UNICEF supports effective and essential actions at each phase of the life cycle of the child, including in pregnancy, early childhood, preschool and school-going years and adolescence, and supports parents, teachers, service providers, policy makers and other duty bearers in their roles in providing age-relevant support, care and protection for children;

(o) UNICEF strives for efficiency, economy and excellence in its management and operations, within the framework of its organizational strategic plan, and monitors and assesses its performance on an ongoing basis.

III. The focus areas and their contributions to the international agenda

33. The five focus areas of this plan stress key results likely to have a decisive and sustained impact on realizing children's rights and achieving the commitments of the Millennium Declaration and Goals. They span areas of support which are seen as essential programme and advocacy investments in children's survival, development and protection, many of which have good evidence of cost-effective results. They reflect results areas in which UNICEF has an established global mandate and recognized authority, and for which the organization has or will strengthen the capacity to play an effective role. They also take account of the extent to which other agencies within and beyond the United Nations system are expected to take a major role.

34. The focus areas reflect the operationalization of the UNICEF human rights-based approach, focusing on the most marginalized children and poorest families, and the promotion of gender equality. They reflect the aim of this MTSP to sharpen the strategic focus of UNICEF, and the role that strategic partnerships are expected to play in achieving the desired outcomes. Throughout these areas, UNICEF will emphasize the use of knowledge and evidence-based advocacy to support informed decision-making in children's best interests.

35. Across these focus areas, UNICEF will aim to exploit the powerful *synergies* that exist among the Millennium Development Goals and the factors on which their achievement depends, such as the continuum between pregnancy, child survival, newborn care, ECD, early learning and basic education; and between health, nutrition and HIV-related initiatives and the basic education system. Important elements of Goal 1 (Eradicating Extreme Poverty and Hunger) will be addressed through specific organizational targets, such as those addressing child and maternal malnutrition. Moreover, in both the short and longer term, actions to increase school enrolment and achievement, particularly among girls, and to reduce the impact of HIV/AIDS and the effects of violence, abuse and exploitation on children, will increase the chances for children and families to avoid impoverishment and hunger. Focus area 5 will strengthen UNICEF knowledge-based contributions to reducing child poverty, including through enhanced advocacy, partnerships and engagement with PRSs, and will thus support child-specific dimensions of Goals 1 and 8.

36. As part of the life cycle approach, focus area 1 of this plan will strengthen the UNICEF emphasis on very young children and their mothers. This is further reinforced though support for mothers, infants and young children affected by HIV/AIDS under focus area 3. Meanwhile, focus area 2 addresses issues facing children in the preschool and school-going years. Targets regarding adolescents' protection needs and special vulnerabilities are contained in focus areas 3 and 4. Support for addressing adolescent learning needs and expanding their learning opportunities is encompassed under focus area 2. Age-appropriate participation in decision-making will be promoted through focus area 5.

37. The plan also facilitates UNICEF support for cross-sectoral and interlinked approaches to major issues affecting children and to the child-related international goals. For example, focus area 2 incorporates areas of cooperation that address the impact of HIV/AIDS on schools, teachers and pupils, as well as initiatives to improve nutrition, clean water and sanitation in schools. Similarly, addressing major areas of concern within the "child protection" area, such as violence against children

and harmful child labour, will support progress towards the Millennium Development Goals for child mortality reduction and education. HIV/AIDS prevention and care activities will also improve results in child survival. The fifth focus area, meanwhile, will support results in the other areas through macrolevel initiatives to improve the policy, legal and financial environment in which decisions affecting children are made, and will thus advance progress towards all of the child-related Millennium Development Goals and targets.

38. Throughout the five areas, and particularly through key results sought in health, nutrition, growth and development, water and sanitation, basic education, HIV/AIDS and gender, UNICEF will support and work within coalitions to scale-up and extend to marginalized children and poor families many of the proven public investments ("quick wins") recommended by the Millennium Project report for widespread implementation as steps towards the Millennium Development Goals.[7]

39. In relation to Millennium Goals for which this plan does not identify a separate focus area, Goal 7 (Environmental Sustainability) is addressed by the inclusion of a key result area on water, sanitation and hygiene under focus area 1; and through school-based initiatives under focus area 2. Other elements of Goal 8 (Global Partnership for Development) will also be addressed, particularly by engagement with partners to promote the spread of promising new technologies in social services and through collaboration with pharmaceutical companies and the food industry to provide access to affordable essential drugs and fortified foods in developing countries.

40. In relation to Goal 5 (Improve Maternal Health), UNICEF will work with the United Nations Population Fund (UNFPA), the World Health Organization (WHO) and other partners in countries with high maternal mortality in a well-defined supporting role, through joint programming and programmes in the context of the emerging global partnership for maternal, newborn and child health. Through focus area 1, UNICEF will support maternal mortality reduction through support for antenatal care, strengthening of health systems, and the promotion of breastfeeding and child spacing, and through data-driven, evidence-based advocacy and partnerships on maternal health issues. UNICEF will also support pilot and other initiatives for Goal 5, including emergency obstetric care and training of skilled birth attendants, where warranted by country circumstances.

41. The expected areas of UNICEF action in emergency situations are clearly identified within the respective focus areas, in terms of specific key results, targets and areas of cooperation (see table 2). The inclusion of result areas and targets based on the CCCs will enable more systematic advocacy, monitoring, reporting and accountability with respect to emergency response, while retaining a coherent programming and management approach. The plan's management and operations strategy (chapter VI) reflects operational aspects of the CCCs in the relevant areas.

[7] *Investing in Development: A Practical Plan to achieve the Millennium Development Goals*, United Nations Millennium Project, New York, January 2005, Overview, page 26.

Table 2
Ensuring effective emergency operations and response

These are the targets included in the MTSP results matrices for implementation of the UNICEF CCCs and related operational support measures included in this plan.

Young child survival and development: Fully implement and monitor the CCCs for young child health, nutrition, water, sanitation and hygiene in declared emergency situations. Assistance will include: rapid assessments; coordination for life-saving public health initiatives; promotion, protection and support of breastfeeding; provision of infant feeding and nutrition rehabilitation services; vitamin A supplementation, immunization; essential drugs; oral rehydration therapy; shelter and family kits; nutritional monitoring and surveillance; safe drinking water and bleach or purification tablets, support for disposal of wastes and excreta, diarrhoea/cholera prevention and treatment; and vulnerability mapping.

Basic education and gender equality: Fully implement CCCs for education during declared emergencies. Assistance will include: rapid assessment; setting up temporary learning spaces for provision of early learning and basic education; support for teaching and learning materials (including School-in-a-Box); education and recreation kits; restoration of community services including water supply and sanitation near schools; peace education; and psychosocial rehabilitation, as needed.

HIV/AIDS and children: In all emergency-affected countries, fully include the HIV/AIDS risks and vulnerabilities of adolescents and young people in rapid assessments and where relevant, in programme responses.

Child protection: Support conflict- and other emergency-affected countries to monitor and report on the protection of children and take necessary action, such as: preventing sexual abuse and exploitation of children and women; ending the recruitment and use of children in armed conflict and ensuring their effective release and reintegration; implementing registration, tracing, interim care and reunion for separated children; establishing child-friendly spaces and providing psychosocial support; and reducing the use and effects of landmines. In emergency and post-conflict countries, also promote the continuity of these efforts and the establishment of improved family support, alternative care and juvenile justice systems as per international norms.

Policy advocacy and partnerships for children's rights: Support national and subnational capacities for emergency preparedness and response; data analysis of vulnerabilities; and use of *DevInfo-Emergencies* (as appropriate) for monitoring coordinated response.

Operational support measures: These include: the use of the corporate "emergency trigger"; Emergency Programme Fund; the headquarters Operations Centre and other headquarters and regional office capacities for effective organizational response; expanded use of rapid response teams, web-based rosters and standby arrangements with partners for the sourcing and efficient deployment of staff; stepped-up staff training for emergency operations and response; updated preparedness plans in field offices; rapid establishment of appropriate information technology; telecommunications services and administrative support; supply stockpiling, preparedness and response to ensure critical commodity needs are met.

IV. Focus areas: strategies, key results and targets

42. For each of the five MTSP focus areas, UNICEF has developed strategies, a set of key results and organizational targets, as described below. Indicators for subsequent monitoring, details of specific areas that may be supported in various countries and contexts, and planned coverage areas are provided in the results matrices in annex I.

A. Focus area 1: Young child survival and development

43. Of the 10.8 million children that die each year, 6 million fall victim to diseases that could be prevented or effectively treated. Despite tremendous efforts, more than 27 million children are still not fully immunized — mainly those living in impoverished rural and urban communities with inadequate access to safe drinking water and basic sanitation facilities. The high-impact, cost-effective interventions needed to reach Goal 4 are technically available, but beyond the reach of many of the families who need them most. Others actions, such as proper infant feeding and breastfeeding, while not dependent on technology, are still not practiced by many families.

44. A small number of diseases and underlying factors are responsible for most child deaths. Existing high-impact child survival interventions could, if implemented through efficient and effective strategies and targeted to reach those most in need of assistance, prevent a substantial proportion of current deaths. Evidence confirms that it is possible to design high-impact intervention packages that effectively improve child survival and development in very different contexts, depending on the relative burden of direct neonatal and post-neonatal causes and associated malnutrition. As many as 40 per cent of child deaths could be prevented with improved family care. Efforts must be supported to enable the effective engagement of families and communities in all stages of children's survival, growth and development.

45. In recent years, routine immunization coverage has consistently benefited about three-quarters of the world's children. Current strategies, using a mix of routine services and accelerated disease-control programmes, have contributed significantly to child survival, averted an estimated 2.5 million deaths every year, and prevented countless episodes of illness and disability. The Global Immunization

Vision and Strategy, involving WHO, UNICEF and other partners, recommends a set of mutually reinforcing strategies to close the remaining gaps in coverage. Possible additional broad-based funding mechanisms such as the front-loading of immunization support through international financing facilities may enable further expansion of immunization services and the introduction of new and/or under-used vaccines. At country level, UNICEF will continue to play an active role through country coordination mechanisms in supporting governments to position immunization and other child survival interventions centrally within national instruments such as PRS, SWAps, and medium-term expenditure frameworks.

46. **Key result area 1** aims to scale-up, in partnership with Governments, WHO and others, high-impact health and nutrition interventions to reduce the number of neonatal and young child deaths from preventable and easily treatable causes. The targets and actions include stepping up immunization coverage to at least 90 per cent at national level and 80 per cent in all districts, with particular focus on reaching population groups with low coverage levels, the final eradication of polio, increasing the percentage of children sleeping under mosquito nets to at least 60 per cent (in malaria-endemic areas), increasing rates of exclusive breastfeeding, boosting vitamin A supplementation in key countries, as well as expanding the coverage of high-impact maternal, newborn and child survival intervention packages and supporting PRSs and SWAps that effectively target the most underserved communities.

47. **Key result area 2** calls for capacity-building for improved family care practices in support of newborn and young child survival, growth and development. Several high-impact, cost-effective interventions depend largely on the practices of parents and families and on their access to resources, including information and commodities. Targets include increasing the number of families using appropriate care practices and with access to the services and resources needed to ensure child survival, growth and development. Health and outreach workers will be enabled to support better parenting, the care of mothers, infant feeding, care-seeking practices among families and communities in favour of disease prevention, optimal management of childhood illness (including HIV/AIDS) and promotion of child growth and development. Building capacities among parents and communities and within health systems to improve family care practices is the main aim of this result area, which is closely linked to results sought in early learning and developmental readiness for school, to be pursued under focus area 2.

48. **Key result area 3** addresses the need for increased access to improved water and sanitation systems to control water-borne diseases that undermine child survival and development, reduce productivity and raise health-care costs and reduce the burdens that fall particularly on girls and women. The targets in this area include support for the scaling-up of adequately financed, locally determined programmes consisting of hygiene, sanitation and water supply interventions for poor rural and urban families; community-based hygiene improvement and water safety plans; and strengthened sectoral plans, policies and budgets for hygiene, sanitation and water supply. Evidence and lessons learned in the past demonstrate that hygiene, sanitation and water programmes should have both a strategic approach and an appropriate mix of programme components, including promotion of behavioural change, access to facilities and an enabling environment. In its role as advocate, facilitator and sectoral coordinator in emergencies, UNICEF will encourage balanced approaches in SWAps and other sectoral plans by encouraging

modifications in programme designs and budgets, and by facilitating the development of partnership frameworks that pool competencies and resources. UNICEF will strengthen these frameworks and support technical capacities in areas of identified weakness in national programmes for hygiene promotion, sanitation, cost-effective water supply options and water quality to achieve Millennium Goals 4 and 7.

49. **Key result area 4** involves efforts to ensure that in declared emergencies, every child has access to life-saving interventions. Areas of cooperation will draw on the CCCs, such as rapid assessments, and making available immunization, nutritional supplementation and clean drinking water.

50. In pursuing these results and in support of the Goals, UNICEF will work in close partnership with other United Nations agencies, multilateral financing institutions, bilateral development agencies, NGOs and private foundations by strengthening capacities in the policy and programme arenas and the child survival and development focus of such instruments as PRSs, SWAps and UNDAFs. UNICEF will adopt a systems-based approach aimed at securing more sustainable outcomes by working with partners to avoid competition between disease-specific interventions; focusing on synergistic packages delivered through a proper mix of country-specific, household and community care; and increasing support for outreach and facility-based networks. Building on promising approaches such as Marginal Budgeting for Bottlenecks, UNICEF will continue to work with partners such as the World Bank and WHO in helping countries with high child mortality rates to assess system-wide barriers which impede the successful scaling-up of high-impact interventions for child survival. Recognizing the urgency of addressing human resource crises in the health sector in many of the poorest countries, UNICEF will also intensify its support to building national capacities for in-service training, formative supervision and support to peripheral and community health workers.

51. UNICEF will also employ a situation-based approach, meaning that the high-impact child survival interventions will have as a primary target those countries, or geographical areas within countries, with high to very high child mortality rates. In countries or areas with moderate to high mortality rates, UNICEF will support increased coverage of those interventions that simultaneously improve child survival, growth and development outcomes. In countries with low child mortality rates, the main focus of UNICEF will be on improving child growth and development and preventing injuries. In all situations, attention will be paid, through advocacy and analysis, to women's lack of empowerment and access to resources, as major underlying causes of child mortality.

52. UNICEF will operate with partners at different levels to promote the Goals, recognizing that positive outcomes are the result of interactions among all of these. At the macro (or national) level, UNICEF will support capacities for evidence-based policymaking, resource allocation and programme management; at the meso (service provider) level, UNICEF will seek to improve district and subnational service delivery systems; and at the micro (community and family) level, to promote care and treatment-seeking behaviours that influence child survival, growth and development. At the global level, UNICEF will work to build support among development agencies to promote effective cooperation in the provision of information, assistance, commodities and affordable technologies for water,

sanitation, nutrition and health. UNICEF will continue to support very actively the partnerships for child survival and maternal, newborn and child health which emerged during the previous MTSP period, and will contribute based on its particular areas of strength and experience.

53. The comparative advantage of UNICEF lies particularly in its ability to support the linkages and synergies between policy, processes and interventions at each of these levels in support of better and more cost-effective results for young children.

B. Focus area 2: Basic education and gender equality

54. The education-related Millennium Development Goals challenge countries to achieve universal primary education (Goal 2) and to promote gender equality and empower women (Goal 3). Corresponding targets require that by 2015, all children should be able to complete a full course of primary schooling; and that gender disparities be eliminated in primary and secondary education by 2005, and at all levels by 2015. Despite good progress towards these goals and targets, some 115 million primary school-age children (62 million girls) were out of school in 2001. The bulk of these children live in South Asia or sub-Saharan Africa, but countries in other regions also have significant pockets of poor outcomes in terms of enrolment, completion and educational achievement.

55. Many countries in sub-Saharan Africa and South Asia in particular face an uphill task to get enrolment on track for achieving the 2015 goal. The growth in enrolment rates needs to be strong enough to overtake increases in the school-age population, to compensate for the overaged children still enrolled in primary schools and to cope with the impacts of poverty, child labour, poor health and nutrition and HIV/AIDS, which lead to irregular attendance and dropout. Analysis suggests that while these countries have made commendable progress in enrolment growth rates in the past 20 years, they would need to do up to three times better over the next 10 years to achieve Goal 2. Increases in girls' enrolment will need to be even greater to achieve Goal 3.[8] For those countries and regions on track for achieving access and parity goals, a heightened focus will be needed on issues of quality and equality.

56. Disparities and inequalities stand in the way of countries' achieving the Goals. Gender is a critical disparity, especially for girls, although in some countries boys are disadvantaged in terms of drop out rates and learning achievement. Mainly, however, girls are disadvantaged, both as a group and as a sub-group of the disadvantaged, such as the rural poor, ethnic minorities and indigenous populations. For all of these groups, disadvantage begins in the early years. These children are more likely to start school later than the prescribed age, less likely to be developmentally ready or well prepared for school, and more prone to drop out or fail to achieve in school.

57. Major lessons learned suggest that to achieve global targets, countries and partners need to address gender and other disparities that impede equitable progress; improve children's readiness for school to give them the "right start"; boost enrolment rates to put countries on track for 2015; sustain participation to increase completion rates; and improve the quality of education to encourage enrolment,

[8] *Progress For Children — Primary Education and Gender Parity Report Card*, New York: UNICEF, April 2005.

consolidate access and improve learning achievement. These are the outcomes sought through focus area 2.

58. **Key result area 1** aims to improve children's developmental readiness to start primary school on time, especially marginalized children. The targets are to increase the proportion of children starting school at the prescribed age by at least 40 per cent, to reach 100 per cent by 2015; and increase from 6 to 40 the number of countries with nationwide standards for monitoring school readiness as a component of developmental readiness in their ECD and learning programmes.

59. **Key result area 2** seeks to reduce gender-based and other disparities in relation to increased access, participation and completion of quality basic education. Targets during the plan period include reducing the proportion of children not attending primary school by at least 40 per cent, and increasing the transition rate to post-primary education or training sufficiently to be on track towards 100 per cent by 2015, especially for girls and disadvantaged children. This entails working with a wide range of partners within the framework of the UNGEI. Gender parity in primary and secondary education should be on track for full parity by 2009. To promote this, the target envisages that at least 90 per cent of programme countries will have national and subnational plans which include measures to reduce gender and other disparities.

60. **Key result area 3** will involve work to improve educational quality and increase school retention, completion and achievement rates. Key targets include increasing the proportion of grade 1 cohorts (especially girls) who reach grade 5 to at least 90 per cent over the plan period; increasing by 60 per cent the number of programme countries with national quality standards based on "child-friendly school" or comparable models; and increasing by 20 per cent the number of programme countries with standardized tests for measuring learning achievement, linked to the curriculum.

61. **Key result area 4** aims to ensure that education is restored in emergency and post-conflict situations, and to help to safeguard education systems against threats such as HIV/AIDS. This will be achieved through implementation of the CCCs in relation to education during declared emergencies, as well as implementation of the International Labour Organization (ILO) *Code of Practice on HIV/AIDS in the World of Work* in the education systems of 54 countries with generalized HIV/AIDS epidemics.

62. UNICEF will continue to promote a human rights-based approach to education, placing high priority on support in situations when children's right to education is endangered by disparities or discrimination, or by natural disasters, conflict or epidemics. Through its leadership of the UNGEI, UNICEF will continue to pursue targets related to gender parity and equality. The UNGEI will be carried out in conjunction with two other global initiatives to strengthen partnerships for Goals 2 and 3: Education for All (EFA), coordinated by the United Nations Educational, Scientific and Cultural Organization (UNESCO) and Fast Track Initiative (FTI), led by the World Bank. The UNGEI will intensify efforts to influence decision-making and budgets in favour of gender equity and equality in national education policies, SWAps and programmes. UNICEF will work with UNESCO through key mechanisms of the EFA movement, the FTI and UNGEI, within the United Nations reform process to provide strengthened support to countries.

63. The UNICEF life cycle approach to education leads it to focus on the primary-school age-group as the core concern, but also to address the early years (3-to-6) as the stage at which gender and other disparities begin and future learning takes root. Basic education in many countries encompasses the early years of secondary education as well. Reaching adolescents is also important, as this is the age when life skills-based education is critical and gender parity in education starts to be transformed into gender equality. UNICEF will begin to acquire experience in secondary education, especially for girls, with a view to extending such cooperation in future plans periods.

64. As is the case in all focus areas, area 2 will use an intersectoral approach, so that interventions in other sectors facilitate and strengthen quality basic education, while work in education helps to meet key results in other areas, particularly, water and sanitation, HIV/AIDS, health, nutrition and child protection.

65. UNICEF will promote quality education through use of "child-friendly" school models that encompass multiple dimensions of quality, including safe, healthy learning environments that are inclusive, gender-sensitive and effective and provide school-based health and nutrition services, safe water and sanitation, and foster equality, respect for human rights and participation of all children, instructional programmes that promote relevant life skills (such as HIV prevention and good health and nutrition practices); and a child-centred style of teaching and learning. This approach will link with initiatives by the World Food Programme (WFP) to support school meal programmes, especially in areas with high levels of family food insecurity.

66. Partnerships with Governments, NGOs and community-based organizations will help UNICEF to support appropriate delivery mechanisms for both formal schooling and alternative learning opportunities, in cases where children lack ready access to formal schooling, while at the same time advocating strongly for links between the two systems within basic education.

67. During emergencies and post-conflict situations, UNICEF will act quickly to restore learning and safeguard education systems by establishing initial, temporary safe learning spaces for the resumption of quality learning activities, linked closely to the restoration of other community services such as water supply and sanitation. To this end, UNICEF will strengthen collaboration with key humanitarian assistance partners (e.g., the Office for Coordination of Humanitarian Affairs (OCHA), the Office of the United Nations High Commissioner for Human Rights (UNHCHR),WFP and UNESCO), and technical networks such as the Inter-Agency Network for Education in Emergencies.

C. Focus area 3: HIV/AIDS and children

68. The Millennium Declaration articulated the global commitment to halt and begin to reverse the spread of HIV/AIDS by 2015. Almost all affected or vulnerable countries are now implementing plans and programmes, and some have specific budgets for meeting this commitment. The United Nations system has developed two important initiatives: the UNAIDS "Three Ones" agreement, calling for support in each affected country to one national coordinating body, one national plan and one monitoring and evaluation framework, to promote cohesion and coordination of programmes of support; and the WHO "3x5" plan for increasing access to treatment.

69. Despite these developments, children and adolescents have yet to receive the attention they need in AIDS-specific and related initiatives and funding mechanisms. The impact of HIV and AIDS on children and adolescents (10-18 years) is devastating and liable to get worse. In 2004, 2.2 million of 40 million people living with HIV and AIDS were children under age 15 years, accounting for 13 per cent of new HIV infections (640,000 cases in 2004) and 17 per cent of annual HIV/AIDS deaths (510,000 cases in 2004). Between 2001 and 2003, the estimated number of children orphaned by AIDS rose from 11.5 million to 15 million. In the worst-affected countries in sub-Saharan Africa, a far greater number of children's lives are being radically worsened by the impact of HIV/AIDS on their families and communities and on education, health care, food security and welfare systems. Many millions of adolescents are at risk and vulnerable to HIV infection as they approach adulthood and sexual maturity. In regions where prevalence is still low and/or concentrated in specific areas or population groups, the challenge is to halt the epidemic before it spreads to the general population.

70. In this context, the UNICEF strategic focus over this MTSP period is to put young children and adolescents at the centre of the HIV/AIDS agenda, and to build the capacity of state and non-state actors to halt and begin to reverse the spread of HIV/AIDS among children.

71. **Key result area 1** calls for reducing HIV infections among both women and children. Specific targets are to reduce by 40 per cent the number of new paediatric infections; increase to 80 per cent the proportion of HIV-positive mothers receiving anti-retrovirals (ARVs) to extend their lives and prevent mother-to-child transmission of HIV (PMTCT); and strengthen government capacities to ensure that women and children receive an equitable share of ARV treatment. One result of this effort should be that at least 15 per cent of people receiving ARVs are children.

72. **Key result area 2** focuses on 54 countries currently experiencing generalized HIV/AIDS epidemics, where it will improve care for orphans and vulnerable children. The target is to increase to at least 30 per cent the proportion of children orphaned and made vulnerable by HIV/AIDS receiving quality family, community and government support.

73. **Key result area 3** seeks to reduce adolescent risks and vulnerability to HIV/AIDS by increasing access to and use of gender-sensitive sexual and reproductive health promotion and risk-and disease-prevention information, skills and services. In all countries where UNICEF operates, it will aim to increase to at least 30 per cent the proportion of adolescents who have access to correct information, relevant skills and services required to reduce their risk and vulnerability to HIV. For countries with an adult prevalence rate above 5 per cent, UNICEF will seek to ensure that at least 60 per cent of adolescents are reached through information, skills and services for preventing HIV infection. In all countries affected by emergencies, UNICEF will support the inclusion in rapid assessments, and where relevant in programmatic responses, of the risks and vulnerabilities of adolescents and young people.

74. These results will be achieved through building capacities at all levels, ensuring the availability of key commodities and services and forging strong and effective partnerships with government, United Nations and non-government entities committed to preventing HIV among children and youth. UNICEF will continue to be an active co-sponsor of UNAIDS and to work closely with WHO on

the roll-out of its "3x5" initiative. UNICEF will also work to leverage resources from the Global Fund to Fight AIDS, Tuberculosis and Malaria, the World Bank's Multi-Country HIV/AIDS Programme for Africa and bilateral sources, as well as through PRSs and SWAps, to improve coverage, care and prevention for children, adolescents and women. UNICEF will also continue its engagement in HIV/AIDS-related teams and working groups convened by other United Nations agencies (UNFPA, UNESCO and the United Nations Office on Drugs and Crime as well as convening the working groups on PMTCT and children and AIDS, and will continue other partnerships vital to achieving Goal 6. In addition, to raise attention and resources for orphans and other children made vulnerable by AIDS, UNICEF will pursue a six-year Global Campaign on HIV/AIDS and Children. UNICEF will strengthen results-based planning, monitoring and management in the United Nations-wide response to HIV/AIDS by participating in the Reference Group on Monitoring and Evaluation.

D. Focus area 4: Child protection from violence, exploitation and abuse

75. This focus area draws particularly on the Convention on the Rights of the Child and the Millennium Declaration, as well as numerous international human rights agreements, as the basis for response to a broad spectrum of child protection issues. The CCCs provide the framework for addressing the protection of children in humanitarian disasters.

76. An estimated 300 million children worldwide are subjected to violence, exploitation and abuse, including the worst forms of child labour; violence and abuse in communities, schools and institutions, or during armed conflict; and harmful practices such as female genital mutilation/cutting (FGM/C)and child marriage. During armed conflict and natural disasters, as well as in areas where HIV/AIDS is prevalent, children deprived of or separated from their families become especially vulnerable to such practices. Children in institutions also frequently face adverse conditions.

77. Protecting children from violence, exploitation and abuse is an integral component of protecting their rights to survival, growth and development, and thus works to achieve several Millennium Development Goals. Yet providing this protection is complex and often sensitive. The factors underlying children's vulnerability differ from country to country. Child protection issues often challenge long-held beliefs and practices and can provoke denial and resistance to change.

78. As the prevalence and severity of child protection issues have become better known over the past decade, Governments have responded by ratifying human rights conventions and committing to new standards, such as Optional Protocols addressing trafficking, child prostitution and pornography, and children in armed conflict. However, the continued existence of hundreds of millions of children exposed to abuse, neglect, exploitation and violence demonstrates the grave challenges that remain.

79. UNICEF has extensive experience working with Governments and societies to generate support for laws and systems that protect children. Through intensive capacity-building and advocacy, these partnerships have helped to strengthen the provision of preventive and protective services, for example, by the creation or reform of juvenile justice systems, as well as supporting community-led efforts to keep children safe, such as local child protection and peer education networks. Such

efforts have resulted in the establishment of more sustainable systems and a more protective environment in some societies. These need to be undertaken or expanded on a wider scale. Improving knowledge of child protection issues and capacities for improved response is at the centre of the key results to be achieved through this focus area.

80. **Key result area 1** seeks to ensure that government decisions are increasingly influenced by better knowledge and awareness and improved data and analysis on children's rights to protection. The targets are to increase to the number of countries that use such data in national development plans, PRSs and reports to treaty bodies to at least 70 by 2009. In conflict situations, UNICEF will support capacities to monitor and report on child protection issues.

81. **Key result area 2** involves support for effective legislative and enforcement systems and improved protection and response capacities to protect children from all forms of abuse, neglect, exploitation and violence, including exploitative child labour. Targets include support for: (a) at least 90 countries to strengthen their capacities to respond effectively to such child protection violations; (b) instituting follow-up actions arising from the United Nations Study on Violence against Children; and (c) programmes to end harmful practices in countries with high prevalence.

82. **Key result area 3** centres on improving mechanisms to protect children from the impact of armed conflict and natural disasters. Targets include: (a) the creation of programmes to protect women and girls against sexual abuse in countries affected by emergencies; (b) ending the recruitment and use of children in armed conflict and supporting their release and reintegration; and (c) ending the use of landmines and coordinating education on the risks they pose.

83. **Key result area 4** addresses national justice systems, to ensure that mechanisms are in place to provide protection for children and adolescents as victims, witnesses or offenders. Targets include: (a) commitment by at least 50 countries to use detention only as a last resort and for the shortest possible time; (b) establishment or strengthening of "child-friendly", and gender-appropriate investigative and court procedures in at least 30 countries; and (c) inclusion of internationally-accepted norms for child justice in laws and policies in all post-conflict countries.

84. **Key result area 5** seeks to reduce the number of children separated from their families and strengthen national capacities to ensure access by poor families to services and safety nets needed to protect and care for their children. Results in this area, in particular, will require cross-sectoral interaction with other focus areas, to increase the availability of key services to families and children. Targets aim, inter alia, to ensure that: (a) at least 60 programme countries have improved systems for providing alternative care, including standards, policies and systems for monitoring foster care and adoption; (b) all programme countries with birth registration rates below 60 per cent provide for free and compulsory registration of births, especially for excluded groups; (c) all emergency-affected countries implement registration, tracing, interim care and reunion for separated children, establish "child-friendly" spaces, and provide psychosocial support for traumatized children; and (d) at least 40 countries are able to increase the number of social workers and the quality of their training.

85. Collaboration with a broad range of national and international partners will help UNICEF to collect and share information, build knowledge and strengthen protection capacities at all levels of society. Evidence and research generated in conjunction with other focus areas (especially area 5), by academic institutions and others, will provide support for advocacy with national-level decision makers, opinion leaders and media. Such evidence will also be used to highlight the need for investing greater resources in child protection.

86. Partnerships with the World Bank, the United Nations Development Programme, regional banks, bilateral donors and parliamentarians will help to boost resource allocations for child protection, as well as to build capacities among national bodies charged with child welfare in such areas as setting standards and enforcing legislation. In collaboration with WHO and UNHCHR, UNICEF will contribute to and disseminate the results of the United Nations Study on Violence against Children, which will serve to strengthen networks and partnerships, obtain more information about the nature and prevalence of such violence, and identify good practices for violence prevention and response.

87. Other key partnerships and strategies at the global level include: joint work with ILO and the World Bank for the elimination of harmful child labour; with the Inter-Agency Working Group on Separated Children on children in conflict situations; with the Committee on the Rights of the Child, the World Bank and others on orphaned and institutionalized children; with the International Parliamentary Union on all aspects of child protection, particularly trafficking and FGM/C; and with UNFPA and the Population Council on child marriage. UNICEF will also work closely with other inter-agency groups including United Nations agencies and international NGOs, as well as regional associations, to address specific protection issues.

88. UNICEF accountabilities in child protection are further reflected in the other focus areas of this MTSP, including in area 1 (detection, reporting and referral of child abuse and violence, and injury prevention); area 2 (addressing violence in schools, education as a strategy against child marriage and for child labour elimination); area 3 (reducing risks of HIV infection related to gender-based violence and the exploitation of children affected by HIV/AIDS); and area 5 (policies that reach marginalized children and reduce their risk of exploitation).

E. Focus area 5: Policy advocacy and partnerships for children's rights

89. This focus area responds principally to Millennium Development Goals 1 and 8 on eradicating extreme poverty and hunger and fostering global partnerships, respectively, as well as to the obligations of UNICEF to advance gender equality (Goal 3) and support effective implementation of the Convention on the Rights of the Child and the Convention on the Elimination of All Forms of Discrimination against Women by all State Parties. Through focus area 5, UNICEF will seek to strengthen the capacities of States and societies to design and implement social and economic policies, legislative measures and budgetary allocations that enable them to meet their obligations under these Conventions. The formation of partnerships capable of making the fulfilment of international and national commitments a reality, as called for by the Millennium Declaration, is essential to this focus area. UNICEF is uniquely positioned to generate knowledge about the situation of

children's and women's rights and to advocate and to promote partnerships for their fulfilment.

90. The changing global context calls for UNICEF to reorganize its capacities and strengthen its approach to partnerships such that it becomes a more effective, trusted ally and advocate for promoting decisions, policies and budgets in favour of children, women and gender equality. UNICEF will also strengthen its support of the appropriate role of children and young people themselves as partners and participants in societal decision-making.

91. This focus area is intended to advance this transformation of UNICEF into a more effective partner for advancing the Millennium Declaration and its Goals by generating evidence and knowledge on the effects of poverty and deprivation on children and by analysing the impact of public policies. It will also serve as a critical underpinning to the other MTSP focus areas. Building on field experience and in alliance with other United Nations agencies, UNICEF under this focus area will collaborate with partners to stimulate dialogue around macrolevel policies that guide national frameworks, legislative reform and budgetary allocations affecting children and women, and advocate for actions, build capacities and leverage resources such that national and global investments contribute to fulfilling the best interest of the child, including in emergency situations.

92. **Key result area 1** involves support for collecting data and information on the status of children and women to inform strategic decision-making, and disaggregation of data by sex, wealth, ethnic group, location, etc., to reflect existing disparities and enable focus on the conditions of marginalized and vulnerable groups. With partners, UNICEF will establish knowledge banks facilitating access to data on children and women and support quality, timely national reporting on the two Conventions.

93. **Key result area 2** will support research and policy analysis on children and women, collaborating with partners to produce and disseminate high-quality research and analysis addressing the implications of development issues and strategies, national legislation and public policies for the rights of children and women.

94. **Key result area 3** focuses on utilizing evidence and analysis for advocacy and policy dialogue with decision makers at all levels of society, in partnership with other concerned organizations, to generate consensus on the need for strengthened policies, enhanced resource allocations and sustained investments in children and women and for gender equality. It also envisages the use of UNICEF procurement services, where appropriate, to promote the efficient and increased use of resources for essential commodities for children.

95. **Key result area 4** addresses participation by children, adolescents and young people. UNICEF will support partners to enable the views of girls and boys to be taken into account in the design and implementation of policies and programmes that affect their lives, and in accordance with their evolving capacities, including during conflict and crises.

96. With the best interest of the child as its central principle, UNICEF will support macrolevel economic and social policy by helping to strengthen policies, laws, institutions and budget processes that are participatory, responsive and equitable. Through this focus area, UNICEF will also contribute to national capacities for

emergency preparedness and support national efforts for conflict prevention. It will also contribute to partners' capacities for meeting obligations to children and women under humanitarian law and human rights treaties.

97. By building capacities and strengthening partnerships to develop evidence, analysis, participation and civic education, focus area 5 will complement the other focus areas by addressing overarching and cross-cutting policy issues. Examples of areas where area 5 might respond to country requirements include the identification and implementation of: (a) comprehensive national child and family policies; (b) policy options for effective social protection and safety nets for children made vulnerable by poverty, protection failures and/or HIV/AIDS; (c) financing for bottlenecks and gaps in sectoral budgets, with options and innovations for financing scaled-up investments for children; (d) measures to improve the integration of children's and gender equality perspectives in PRSs, national development plans, SWAps and legislation; and (e) early warning and emergency preparedness plans based on data and analysis of vulnerabilities.

V. Supporting and cross-cutting strategies of the MTSP

A. The human rights-based approach to cooperation and gender equality

98. The UNICEF Mission Statement established that the organization is "... guided by the Convention on the Rights of the Child and strives to establish children's rights as enduring ethical principles and international standards of behaviour towards children ...".

99. The enduring commitment of UNICEF to children's rights and its obligation under article 45 of the Convention to "foster the effective implementation of the Convention, and encourage international cooperation in the field covered by the Convention" have led it to incorporate the principles of the Convention into all of its work. UNICEF has also pioneered a human rights-based approach to development that, through Action 2 of the Secretary General's United Nations reform programme, has been adopted by a wide range of United Nations agencies and institutions.

100. All the principles of the Convention have equal weight and value. The principle of the right of the child to life, survival and development serves as the foundation from which UNICEF programmes of cooperation and support to the UNDAF and Millennium Agenda are constructed. This principle helps UNICEF and partners to identify *which* goals and actions to pursue. Child protection is encompassed within this principle, since it helps to ensure that the most vulnerable and marginalized children also enjoy their rights, and that additional actions are taken in emergency and post-conflict situations. Meanwhile, the principles of non-discrimination, the best interests of the child, participation and taking account of the views of the child guide *how* these goals and actions are pursued. Strategies and activities through which UNICEF-assisted programmes are implemented therefore reflect all principles of the Convention.

101. UNICEF is also fully committed to Millennium Development Goal 3 for the promotion of gender equality and the empowerment of women, and recognizes that achieving gender equality is not only an important goal in itself, but is essential for the achievement of other goals.

102. The status of girls and women and their empowerment to exercise their rights is central to UNICEF cooperation, as a means to ensure the full and effective participation of women as change agents for development. Women's full and equal participation in political, civil, economic, social and cultural life, at all levels, is integral to development.

103. Gender-neutral perspectives do not take into account the extent to which historical stereotypes and socio-economic realities affect the lives of women and girls. UNICEF recognizes that a focus on girls, including in the earliest years and in relation to access to basic education, provides a major starting point for the promotion of gender equality in the longer term. In all MTSP focus areas, UNICEF will provide evidence and analysis on the situation of women, men, girls and boys, and will advocate for policies and support programmes that contribute to gender equality and women's empowerment. Under this MTSP, UNICEF will also institute regular gender reviews of its cooperation programmes and will work with United Nations partners to develop guidelines, learning resources and indicators on gender mainstreaming for use by UNCTs.

104. Applying a human rights-based approach and promoting gender equality, as "foundation strategies" for UNICEF work will improve and help to sustain the results of development efforts to reduce poverty and reach the Millennium Development Goals by directing attention, long-term commitment, resources and assistance from all sources to the poorest, most vulnerable, excluded, discriminated and marginalized groups. It will ensure a focus on supporting parents, caregivers and families to meet their responsibilities for the upbringing, care and development of their children, as well as on such highly vulnerable groups as orphaned and disabled children. It will also contribute to empowering parents, caregivers, women, families and civil society to hold States accountable for the quality of services and availability of resources for children.

105. UNICEF will further use these strategies to promote a fuller understanding of the situation of children as a basis for devising interventions to tackle underlying causes; to increase the integration of gender analysis and recognition of inequalities between boys and girls in PRSs and SWAps; and to promote the use of international monitoring and reporting mechanisms and the work of independent human rights treaty bodies, such as general comments and concluding observations on State Party implementation reports.

106. Marginalized children are those not able to enjoy their rights due to poverty, discrimination or exclusion. Extraordinary measures are required to reach them. A human rights approach calls upon partners to develop tailored strategies and allocate resources to ensure that these children and their families gain effective access to basic social services and protection. Such strategies involve establishing consensus on the nature and causes of marginalization; interacting with decision makers on the issue; and developing specific capacity-building measures for overcoming the factors that deprive children of access.

107. In some countries, the children of indigenous populations tend to be disproportionately deprived of basic services. UNICEF cooperation will seek to benefit these children as a matter of priority, where needed.

108. Children with disabilities are often at very high risk of being excluded and are also particularly vulnerable to abuse, exploitation and neglect. Misunderstanding,

fear and discrimination are common, and require a range of responses, from building families' capacities to care and advocate for disabled children, to improving practices among service providers and contributing to policies and legislation that protect rights and create opportunities for greater social participation. UNICEF will also help to develop data and analysis on the extent and causes of disabilities, while working with partners to place the care and protection of children with disabilities higher on national agendas.

109. Building capacities to meet national accountabilities for children's rights involves developing and strengthening a range of relevant policies, legislation and institutions, through reform and review processes which are transparent, participatory and responsive to the needs of families. Such strategies also include the strengthening of skills, motivation and responsibilities at different levels, as well as the mobilization of financial, knowledge-based and technological resources (see chapter V, below and other sections of this plan).

110. The central role of families in fulfilling the rights of children is also emphasized by this MTSP. This includes building family capacities to prevent illness, care for sick children, protect children from harm and from HIV/AIDS and support their children's, especially girls', education. Efforts for building capacities among families, communities and service providers to recognize and fulfil children's rights will include using research to understand existing practices, strengthening prenatal and family care, and working with service providers to reduce gender and other disparities and to support and protect those children who lack a family care environment. UNICEF will also support assessments of the impact of development policies and strategies on family capacities, identifying approaches that contribute to strengthening families and practices for children's rights.

111. Many key results for children depend on behavioural change, and thus require a consistent approach to communication. UNICEF will promote expansion of earlier emphases on behavioural change among individuals to focus on wider groups and on approaches that are inclusive and participatory and strengthen positive practices which already exist. UNICEF will work with specialized partners to build capacities, improve indicators of change in knowledge and behaviour and identify promising, rights-based approaches to communication.

112. Promoting opportunities for children, adolescents and young people to express their views and participate in all matters affecting them, and ensuring that their views are given due weight according to their gender, age, level of knowledge and maturity, is a key element of a rights-based approach. Throughout this plan, and with special emphasis in focus area 5, the participation of children and young people will be promoted through approaches that institutionalize this practice in schools, communities and other settings. This entails a shift away from earlier "events-based" approaches. UNICEF will focus on enabling participation by children whose voices are rarely heard, such as poor and disabled children and girls. This will involve building children's and young people's capacities for participation, while promoting an environment that assists them to do so safely and responsibly. It will also require raising awareness of the benefits of participation, for example, demonstrating how schools and health facilities that adopt "youth-friendly" practices can attract more young people and achieve better results.

B. Results-based management

113. Progress towards children's rights depends on using available resources as efficiently and effectively as possible. UNICEF will use results-based management approaches in each of its business units and for the MTSP as a whole. As members of UNCTs, country offices will apply the tools of rights- and results-based programming to identify the strategic focus of UNICEF cooperation and develop programmes with national and United Nations partners. The UNDAF, CAP and CHAP help to identify the comparative advantages and contributions of participating agencies in specific situations, within the United Nations system's response to national priorities.

114. At the more detailed planning level, the UNDAF results matrix sets out an overall accountability framework and distribution of responsibilities, while the results matrix of the country programme action plan describes the specific results to which UNICEF contributes, in the context of national goals and MTSP targets. The multi-year country programme management plan and annual management plans help to ensure attention to priorities and adequate capacities in programme and operations. Annual work plans provide the basis for partners to undertake disbursements and joint programmes. UNICEF representatives and their teams closely monitor the status of core office management indicators and take corrective actions where needed, making use of the Programme Manager System (ProMS).

115. Regional offices provide support and oversight in the application of results-based and performance management methods. Office management plans (OMPs) at regional and headquarters divisional levels provide the basis for allocating human, financial and management resources in line with the focus areas and performance standards of the MTSP. Standard indicators for use in OMPs will be developed during this plan period to enable more detailed comparisons of performance. Headquarters accountabilities include the improvement of systems, guidance and learning resources for results-based management, drawing on lessons from the field. Periodic reporting will remain the primary mechanism for reviewing progress in relation to organizational targets, performance standards and results for children. Attention will continue to be given to strengthening the quality of field reports.

116. Reports on indicators linked to the MTSP are aggregated globally and by region. This helps to focus the provision of technical support, adjust procedures and budgets where needed and develop initiatives to address persistent shortcomings. Cross-country analysis of findings from internal audits has proven to be a valuable tool for monitoring strengths and weaknesses in office, programme and operations management. At the global level, UNICEF will ensure the alignment of OMPs with MTSP focus areas and standards and will verify the adequacy of oversight and control mechanisms. Audits and evaluations will continue to help in identifying good management practices and those in need of improvement.

C. Generation and use of knowledge, including good practices and lessons learned

117. Greater attention will be given in this plan period to strengthening systems, structures and practices for generating and applying knowledge and lessons from field experience. Particular attention will be given to identifying and promoting "recommended practices" which should be substantiated by evidence and successfully replicated in multiple settings, and "lessons learned" which describe experiences that may be useful in similar situations.

118. UNICEF will work with partners at all levels to identify significant knowledge gaps relating to children and the Millennium Goals and to support research designed to help fill those gaps. Focus areas 1-4 will support surveys and analysis needed to better understand the causes of goal-specific problems affecting children and the design of actions to address them. Focus area 5 will promote knowledge-generation on the overall situation of children and women and related causal factors. This will help inform the design of macrolevel policies.

119. "Piloting" is a significant strategy for, although not limited to, country programmes. Pilots which are well designed, assessed and documented have good potential for testing the effects of planned policy changes and new interventions. They may provide valuable evidence for policy dialogue and scaling-up, including for use in PRSs and SWAps. UNICEF will seek to improve its effectiveness as a partner in pilot initiatives.

120. UNICEF will collaborate with academic and technical partners to contribute to national and international capacities to identify and address critical problems affecting children. At the country level, research and studies to address these gaps will be developed as an integral part of United Nations cooperation. Regional offices and management teams will identify priority themes for research and evaluation, including for intercountry studies. Headquarters offices, including the Innocenti Research Centre, will support and undertake cross-regional research and address emerging issues. Surveys, studies and evaluations will be planned and managed in the overall context of the Integrated Monitoring and Evaluation Framework in annex II.

121. Quality standards will be strengthened through several means. The design of studies and evaluations will be strengthened through wider review of terms of reference and selection of high-quality consultants. Regional advisers, with headquarters staff and counterparts from other United Nations agencies, will assist country offices and UNCTs in designing, validating and documenting surveys and studies, pilot interventions and evaluations. Headquarters advisers, in consultation with field staff, will play a similar role in support of global research and evaluation.

122. Together, these steps will promote capacities for evidence-based action for children, promote knowledge as a key component of the UNICEF contributions to the Millennium Goals and advance the culture of learning within the organization.

D. Strengthening evaluation

123. Executive Board decision 2004/9, in relation to the previous MTSP, encouraged the strengthening of the UNICEF evaluation function by: (a) focusing on fewer, high-quality studies, stressing effectiveness and results; (b) improving evaluation standards at the country level; (c) accelerating joint evaluation work with national authorities, United Nations agencies and other partners; (d) strengthening national evaluation capacities; and (e) identifying best practices for achieving MTSP targets. Building on these principles, UNICEF will focus attention during 2006-2009 on six main areas:

(a) **National capacity-building and strengthened national leadership in country-level evaluations.** UNICEF will ensure joint implementation of evaluations of projects and programmes with national partners; and will selectively

use the country programme evaluation approach to support MTRs, the documentation of innovative approaches and programme strategy development;

(b) **Strengthen evaluation within the United Nations system and with other partners.** UNICEF will contribute to the preparation and implementation of UNDAF monitoring and evaluation plans, joint annual reviews and evaluations of UNDAFs, and will contribute to peer reviews and UNCT learning events. UNICEF will also participate in joint evaluations with United Nations and other partners and contribute to United Nations Evaluation Group task forces;

(c) **Evaluation in humanitarian crises.** UNICEF will develop approaches to evaluate organizational performance related to humanitarian action, with reference to the CCCs, humanitarian law and human rights principles; conduct real-time evaluations to assess its response capacity at the onset of humanitarian crises; carry out country programme evaluations in transition countries; and contribute to the evaluation coalition for the tsunami emergency;

(d) **Evaluations related to MTSP focus areas, strategies and operational effectiveness.** UNICEF will cover all MTSP focus areas and major strategies through programmatic and cross-cutting evaluations, and will prioritize key operational processes for evaluation with the objective of streamlining for efficiency and management accountability. These evaluations will be managed as part of the global Integrated Monitoring and Evaluation Framework (annex II);

(e) **Strengthen organizational capacity in evaluation.** UNICEF will ensure that at least 75 per cent of key staff meet learning achievement standards for monitoring and evaluation; all recruitments for monitoring and evaluation posts result in qualified staff appointments; country offices have access to key resources, including a help desk and rosters of evaluation consultants; evaluation priorities for the MTSP focus areas are implemented; and the organization complies with United Nations evaluation norms and standards for the evaluation function;

(f) **Heightened management attention to the evaluation function.** Annually updated integrated monitoring and evaluation plans will form part of country programme action plans and the UNDAF, and there will be an official management response to at least 75 per cent of evaluations; regional management teams will set regional priorities and provide quality control for country-level evaluations; the Executive Board will receive reports on major evaluations; and technical support will be provided to strengthen country-level evaluation capacities. At the corporate level, focus will be ensured through the global Evaluation Committee, and organizational evaluation and research trends will be monitored and their needs coordinated.

E. Partnerships for shared success: furthering United Nations reform, working with civil society, leveraging resources and improving results for children

124. Working in partnership is a key element of United Nations reform. In this decade, UNICEF and other United Nations agencies have been increasingly engaged with new forms of global partnership and with the leadership of regional and intergovernmental bodies (such as regional unions and developments banks) on policy-related and investment issues, notably in the context of the Millennium agenda and the Plan of Action of the General Assembly Special Session on Children, *A World Fit for Children*.

125. For UNICEF, the emphasis of these global and regional partnerships has increasingly been on constituencies that play critical leadership and mobilizing roles for children, such as parliamentarians, international children's agencies under the auspices of the Global Movement for Children (GMC) Convening Committee, faith-based organizations, leaders of youth alliances and international sports organizations.

Furthering United Nations reform and working with United Nations partners

126. A revitalized United Nations development system, working in close harmony and with strengthened leadership by the resident coordinator at the country level, will enable more effective support to countries in pursuing their Millennium commitments, and more effective engagement in development modalities. Many United Nations agencies make important contributions to children's rights, and UNICEF will work in close partnership with them to increase effectiveness and promote results.

127. As one of the largest operational agencies, and as a member of the UNDG Executive Committee, UNICEF will play key roles in the reform effort, so that the United Nations works effectively in support of the Millennium Development Goals, most of which directly concern children. UNICEF will continue to make key contributions to the United Nations system and the reform effort, providing leadership as appropriate, based on the strengths that it brings. These strengths include an extensive field presence; technical capacities for the child-related Millennium Goals and targets; a human-rights based approach to cooperation; strong links with civil society; the ability to work flexibly with partners and at subnational levels; advocacy and social mobilization experience; and good overall quality of operations and emergency response.

128. During 2006-2009, UNICEF will therefore support and promote:

(a) The use of a human rights-based approach, based on the United Nations agencies' *Stamford Consensus*;[9]

(b) Development and testing of a common country programme among United Nations agencies in support of national priorities and the Millennium agenda, reflecting normative issues in development and including joint programmes and joint evaluations, as well as joint resource mobilization where appropriate;

(c) Strengthening of the resident coordinator system and of the role and functioning of the resident coordinator, on the basis of mutual accountability among UNCT members;

(d) Appropriate rationalization of field presence, using experience from post-conflict countries, joint office models and other models of closer United Nations teamwork, including increased sharing of operational services;

(e) Recognition of the comparative strengths and technical capacities of agencies within the United Nations, including their normative roles, as one of the system's unique features;

[9] *A Human-rights Based Approach to Development Cooperation: Towards a Common Understanding*, adopted by UNGD, May 2003.

(f) Closer collaboration with United Nations peacekeeping missions in situations of crisis and post-conflict transition, and the use of lessons from such situations in the development context;

(g) Further reduction of transaction costs for Governments and other partners dealing with the United Nations;

(h) Closer engagement with and linkage of the respective business plans of United Nations agencies;

(i) The ability of UNICEF to recruit and retain high-quality staff who will further its aims of effective partnerships and contributions to United Nations reform.

Partnering with civil society

129. In the increasingly integrated global community, critical decisions affecting children are strongly influenced by leaders of voluntary agencies, interest groups, private companies, philanthropic foundations and academic and research centres. Developing and managing strategic global, regional and country-level partnerships and mobilizing leadership for children are core functions for UNICEF and a vital part of this MTSP strategy. UNICEF, in partnership with its National Committees, has worked closely over the last 15 years with these actors worldwide in support of the Convention on the Rights of the Child. It will continue to collaborate with the many NGO and civil society organizations working in support of children and the Millennium Development Goals.

130. During 2006-2009 UNICEF will build on collaborations which were successfully established under the previous plan, especially:

(a) Mobilizing religious leaders to play a central role in global efforts to combat the spread of HIV/AIDS and protect children and women made vulnerable by the epidemic;

(b) Enlisting major sports organizations in global campaigns in support of child protection, girls' education and tolerance;

(c) Building the capacities of parliamentarians to strengthen the protective environment for children, including eliminating harmful traditional practices, reducing the incidence of sexual exploitation and child pornography and combating child trafficking;

(d) Providing technical assistance to international youth organizations for their work in promoting the participation of adolescents in community life;

(e) Working with intergovernmental organizations and regional unions on monitoring and advocacy on the situation of children, as well as specific multicountry initiatives, including as part of the follow-up to *A World Fit for Children*;

(f) Motivating a coalition of child-focused international development organizations, through the GMC Convening Committee, to use its collective advocacy power in support of orphans and children made vulnerable by HIV/AIDS.

131. UNICEF will expand its programme and advocacy work with civil society partners and social movements, particularly to address child and maternal mortality, violence against children, youth leadership development and basic education goals.

These partnerships will add momentum to UNICEF efforts to create awareness among decision makers about the situation of children worldwide, as envisaged under focus area 5 of this plan.

Leveraging resources and results for children

132. UNICEF works through partnerships to promote wider investments in children, the scaling-up of critical programmes and the broader fulfilment of children's rights. Leveraging initiatives include such areas as the Campaign on HIV/AIDS and Children, the UNGEI, policy dialogues with the World Bank and regional development banks and the provision of guidance to companies on addressing corporate responsibility relating to children.

133. A more systematic approach will be taken in the period 2006-2009 to realize the potential of leveraging and advocacy through partnerships, in recognition of the changing role of multilateral institutions, the prominence of new funding modalities, opportunities arising from the simplification of United Nations procedures and the possibilities for stimulating major investments for children and the Millennium Development Goals with a range of private and public sector institutions. UNICEF-assisted programmes will, where relevant, include targets and strategies for leveraging resources for wider investments in children, based on carefully assessed opportunities, comparative advantage and agreements with partners.

134. The "UNICEF family", including the National Committees and Goodwill Ambassadors, will be mobilized in support of high-priority areas for leveraging resources in favour of children. It will be important to identify and assess the investments required, costs incurred and results achieved. UNICEF will also ensure that leveraging initiatives are consistent with a human rights approach, e.g., by not undermining equity objectives or drawing resources away from existing social services.

135. In addition to ongoing initiatives noted above, the priorities will include:

(a) Influencing the international agenda on behalf of children, through global policy initiatives with key institutions, including the World Bank and European Union, to accelerate the achievement of the Millennium Development Goals and to reduce child poverty and exclusion;

(b) Ensuring the enhanced and systematic involvement of UNICEF in both PRSs and SWAps, in conjunction with national counterparts, the World Bank and United Nations partners, to influence strategic investment decisions;

(c) Establishing consortia, including with GMC partners and NGO networks, to promote "child-friendly" budgets and provide Governments in selected countries with analysis of budget proposals from a children's perspective;

(d) Widening the use of UNICEF procurement services to increase the availability of commodities for poor families, including in the context of PRSs, SWAps, budget support mechanisms and the International Finance Facility, especially for currently used and new vaccines, bednets, artemisinin combination therapy antimalarials, ARVs, school materials and textbooks. UNICEF will also promote commodity subventions as a front-loaded investment for global public goods that are in short supply and can save the lives of children in poor countries. UNICEF will develop further as a global knowledge resource on commodities for

children and how to deliver them, and will increase its support to Governments in local commodity assessments and budgeting for the Millennium Goals;

(e) Establishing new relationships with selected foundations and academic institutions for policy dialogue on children's issues and to promote critical investments in children;

(f) Engaging more strategically with the major global funds and in support of their funding operations, including by strengthening UNICEF participation in country coordination mechanisms and technical support to national policy and implementation. UNICEF will also promote greater prominence of children in global fund portfolios, while strengthening its leadership role in immunization through the Global Alliance for Vaccines and Immunization (GAVI) and other mechanisms;

(g) Developing joint initiatives between UNICEF, the World Bank and other partners to remove financial and other barriers to basic services for poor children, including primary education. UNICEF will also work with the World Bank and others to promote expansion of safety net and resource transfer mechanisms for children affected by HIV/AIDS in the most affected countries;

(h) Seeking to expand UNICEF partnerships with European institutions, as part of a combined United Nations approach. Specific initiatives will encompass the European Union Water Initiative, including WHO/UNICEF joint monitoring; children and AIDS; collaboration on commodity issues; and support for initiatives on children by the European Union Presidency;

(i) Taking a stronger leadership role in the GMC and increasing UNICEF work with social movements, using campaigning approaches selectively in support of key results areas of the MTSP;

(j) Pursuing a knowledge-based initiative to promote achievement of the Millennium Development Goals in countries with large child populations and large numbers of marginalized children, through an approach which is complementary to ongoing programmes of cooperation. This will involve working with Governments and UNCT partners to identify viable strategies and disseminate lessons for taking programmes to scale, addressing inequalities, building capacities and leveraging investments.

136. Other promising avenues for leveraging resources and results for children will be assessed. These include a possible business advisory council with corporate partners and high-profile individuals; the further development of corporate and individual donors as allies, advocates and actors for children; and working with National Committees for UNICEF to expand their role over time in promoting children's rights in their own countries.

VI. Excellence in management and operations

137. The achievement by UNICEF of its organizational targets and its contributions to the Millennium agenda depend on efficient systems and capable human resources. UNICEF staff require the technical and organizational skills to engage with and support partners. UNICEF is committed to ensuring that its staff have the necessary skills and the supply, information and communication technology, and financial and

administrative systems for effective fulfilment of their roles at the country, regional and global levels. It will give particular attention to requirements for operations in emergency environments.

138. Key performance targets and indicators for the operations functions are established in annex II. Strategies to enhance the performance of each function are described below.

A. Strengthening human resource management and staff learning

139. The organizational targets, the requirements of United Nations reform, multiplying emergencies and the rapidly changing international development environment all call for significant changes in the way UNICEF manages its human resources (HR). The increased emphasis in this plan period on support to policy development, advocacy and knowledge-generation will also require adjustments in staff skills and profiles. Competencies in social and economic policy analysis and rights-based programming will feature strongly in staff profiles, along with capacities to participate in emergency response and mobilize additional resources. UNICEF will also aim to ensure that its long-standing staff capacities in such areas as health, nutrition, education, water and sanitation will be quantitatively and qualitatively ready to support effective country-led efforts to achieve the Millennium Goals and to take part in related policy discussions at different levels.

140. Building on its HR strategy for 2002-2005, UNICEF will ensure the timely recruitment, deployment and management of competent, committed staff members operating in a supportive work environment, including in emergency situations. It will also seek the continuous and systematic improvement of staff capacities to learn and adapt to rapidly changing roles and responsibilities within the context of the MTSP, the Millennium agenda and United Nations reform.

Strategies

Enhancing recruitment and HR management in a supportive work environment

141. Competency profiles developed for Professional and General Service levels during the previous MTSP will be revised, competency gap analysis and mapping will inform HR planning and development, and the global HR situation analysis will be updated. Based on this information, UNICEF will implement a new, more competency-based recruitment strategy and ensure that average recruitment time is no more than three months. All elements of the new HR Management System, in operation since April 2005, will be fully implemented. Improvements to the performance management system will be completed. Improved recruitment will be linked to succession management and career development, in order to create talent pools for various types of positions and levels, including young professionals.

142. Rapid response teams for emergencies will be expanded, based on lessons learned during recent humanitarian crises. Stand-by arrangements with partners for sourcing and rapid deployment of staff will be strengthened. An integrated, web-based roster of staff in both emergencies and regular settings will consolidate data on available staff resources, to provide better support during emergencies.

143. UNICEF will pursue simplification and harmonization of HR policies and procedures in the context of United Nations reform. It will assume leadership roles

within a range of United Nations task forces and increase its contributions to the resident coordinator system. Inter-agency mobility will be facilitated at all levels through secondment, loans, learning and staff development programmes.

144. Policies on work/life balance and other aspects of the work environment in both regular and emergency settings will be updated, with particular attention to spouse employment initiatives and fostering a more gender-sensitive environment. Building on the success of the UNICEF *Caring for Us* programme, mechanisms will be put in place to improve monitoring in relation to HIV/AIDS in the workplace and stress management. Similarly, the organization will build on recent United Nations system-wide and internal advances to further strengthen staff safety and security.

145. The new joint office of the Ombudsperson, serving staff of UNDP, UNFPA and the United Nations Office for Project Services, will promote speedy and amicable conflict resolution, while enabling management to address systemic issues.

Strengthening organizational learning and staff development

146. During this plan period, UNICEF will work within the United Nations learning principles to create an enabling environment for learning in which staff development is addressed effectively at all levels. Training and learning will be strategically linked to performance management, leadership development and succession planning. UNICEF will also develop and deliver high-quality, competency-based learning programmes that support the MTSP and staff development needs. Learning achievement standards will serve as a reference for the design of learning programmes, delivery methods and implementation targets (e.g., for OMPs).

147. During this plan period, UNICEF will seek to increase the ratio of investment in learning from the current 1.4 per cent of staff post costs to 2 per cent. A high-level policy board will provide strategic guidance and policy oversight to ensure that learning is strategically linked to corporate objectives and is effective in helping reach the organizational targets of this plan.

148. Learning and staff development will focus on three comprehensive, interlinked learning programmes: "basic", covering core competencies for all staff; "programme excellence", to build capacities of staff managing or supporting UNICEF-assisted programmes and operations, including a strong policy and advocacy component; and "leadership and management", to build capacities of senior managers and those enrolled in talent pools of the succession management programme. Competency development for emergency preparedness and response will be a core and integral part of each of these learning programmes.

B. Finance and administration

149. UNICEF will continue to safeguard and ensure the transparent, efficient and effective utilization of resources in support of its mission and achievement of the organizational targets of this plan.

Strategies

150. **Adapting to the changing development assistance environment.** UNICEF will adapt to the changing context and continue to work to promote United Nations reform and simplification and harmonization through: (a) developing policy guidelines on increasing use of national systems in conjunction with UNDG;

(b) engaging with United Nations partner agencies on the harmonization of results-based management principles and its link with results-based budgeting, including connecting organizational results to the presentation of the biennial support budget; (c) working with the High-Level Committee on Management on harmonization of principles, definitions, support costs and cost-recovery; (d) continuing to work with the members of the UNDG Executive Committee to adopt harmonized policies and processes on resource transfers, joint offices, common premises and common services; and (e) monitoring the use of joint programming guidelines. New mechanisms in this area, including pass-through funding with UNICEF as administrative agent and pooled funding with UNICEF as management agent, will also be tested and monitored.

151. **Improving financial and administrative management policies, procedures and systems.** UNICEF will maintain and improve its financial and administrative management policies, procedures and systems and will continue monitoring of performance, including ensuring sound financial control requirements and simplifying business procedures, by: (a) reviewing thematic funding as a mechanism to reduce transaction costs at the field level; (b) monitoring and reviewing policy guidance on in-kind assistance for the acceptance, valuation and accounting treatment of non-cash contributions; (c) continuing improvements in implementing cash assistance to Government and monitoring of liquidation; (d) continuous review and simplification of business processes and providing technical guidance on finance and administration through training and increased interaction between headquarters and field offices; and (e) building on achievements in resource management systems and further improving synchronization of headquarters and field systems for better reporting and monitoring of financial resources.

152. **Supporting effective emergency response.** The commitment of UNICEF to effective emergency response will be enhanced by addressing the financial and administrative needs for different scenarios and ensuring that plans and processes for alternative financial and administrative management during emergencies are in place; and by allocating core resources to emergency response teams needed to undertake initial assessments, work and coordination of actions.

153. **Optimizing the use of resources.** UNICEF will continue to optimize use of resources by achieving the right balance between the number of office locations and staffing structures for MTSP implementation, in part through guidelines on budget planning to ensure strong links between the focus areas and office structures, and through the use of improved guidelines for programme and budget reviews based on lessons from integrated budgeting.

154. **Continuing oversight through audits.** The audit function will continue to assess and analyze the effectiveness and adequacy of programme and operations management practices, governance processes and internal controls throughout the organization. Through systematic review, audits will consider the extent to which: (a) management is aware of and takes appropriate measures to control major internal and external risks to the achievement of plan targets; (b) resources are used effectively and efficiently; (c) staff and management actions comply with relevant rules, regulations, standards and procedures; (d) adequate governance and supervision structures are in place at different levels; and (e) sufficient programme, operational and financial information is available and is used to measure and report on results against the MTSP indicators and standards.

C. Supply

155. UNICEF has a long history of supply support, both within country programmes of cooperation and increasingly as procurement services support to Governments and development partners. During the period 2006-2009, UNICEF will increasingly offer a mix of programme and procurement services to Governments as a unified basket of support that can have a positive impact on access by children and families to essential commodities and services.

Strategies

156. **Strengthening national capacities.** The strategic perspective of UNICEF is to strengthen national capacities to meet the essential commodity needs of children, using both public and private sources and through "child-friendly" budgeting. Government capacities will be strengthened to assess and monitor the accessibility and availability of commodities, respond to the supply needs of children and families and ensure good management of the supply system. Emphasis will be placed on assisting countries to build capacities for planning, budgeting and procurement of supplies, as well as in-country logistics and supply-chain management. Training and partnerships with United Nations agencies, NGOs and the World Bank will be key elements of this assistance.

157. **Supporting access to essential commodities.** UNICEF will provide leadership in the provision of essential commodities, including pharmaceuticals and micronutrients, bednets and materials for immunization, education, water and sanitation. Ensuring widespread availability of these commodities, especially for marginalized children and poor families, is fundamental to achieving the Millennium Development Goals.

158. In addition, UNICEF will assess and monitor with Governments and other partners the accessibility and affordability of a range of key commodities, especially for marginalized groups; identify and analyze bottlenecks; maintain and publish up-to-date market intelligence; develop new supply solutions; and communicate achievements through website information and annual reporting. UNICEF will continue to advocate with Governments and others to allocate resources and remove barriers hindering access to key commodities; promote subventions when necessary; and advocate with industry to focus on goods most needed by poor families.

159. **Leveraging resources.** Resources from Governments and development partners will be leveraged by providing procurement services that combine the global procurement and field office operational capabilities of UNICEF, ensuring effectiveness of in-country logistics (see also chapter V). Partnerships with global funds, UNAIDS, UNFPA, WHO, the World Bank and regional banks will be consolidated to address both technical and procurement/supply management issues. Advocacy with global and regional trade blocs will be strengthened and industry relations enhanced to focus on essential commodities in poor countries.

160. **Contributing to United Nations reform.** Emphasis will be placed on establishing lead agency roles, increasing the level of common contracting within the United Nations and outsourcing non-essential commodities to United Nations agencies and selected distributors. Furthermore, UNICEF will be an active partner in the United Nations Procurement Network, providing expertise in essential commodities for children.

161. **Strengthening operations.** Emphasis will also be placed on establishing appropriate policies, procedures and systems; providing information on product price structures; reviewing procurement services handling charges; developing "e-business" solutions to improve efficiency and effectiveness; increasing local and regional procurement where quality products are available; monitoring key indicators for timely procurement and delivery of quality supplies; improving the level of emergency preparedness and response through stockpile hubs, increasing staff capacities and in-country logistics guidelines; increasing the monitoring of end-use of supplies with regard to their appropriateness, quality and effectiveness; and upgrading of staff skills. UNICEF will also continue to develop its global supply network, which includes the Supply Division and central warehouse in Copenhagen, offices in New York and Pretoria and stockpile hubs in Johannesburg, Dubai, Panama and a new location in East Asia.

D. Information and communication technology (ICT) management

162. The ICT function seeks to add value to the internal and external partners and customers of UNICEF by providing secure, high-quality information management systems, networks, services and support. It supports the achievement of results for children and the organizational targets of the plan by enabling the integration of ICT with business processes and knowledge-sharing, and by providing innovative, effective, integrated and secure ICT solutions.

Strategies

163. Strategic direction is guided by field needs and global organizational priorities and policies, and will continue to be developed to: (a) ensure smooth technological change and improved customer focus and service quality for headquarters and field offices; (b) enhance, integrate and support one set of integrated systems and web-based services; (c) provide, enhance and support information management and sharing and collaborative work practices enabled by ICT (Extranet, Intranet, Internet); (d) provide, manage and sustain global network connectivity, keeping pace with technology; (e) enhance, sustain and leverage a global common, cost-effective, robust and resilient ICT infrastructure; (f) provide coherent global ICT security awareness, policy and practices and technical and process solutions; and (g) provide leadership, direction, governance and effective resource management for the UNICEF ICT function and upgrade its capacity to meet demand. The strategies are linked to sound governance of the global ICT infrastructure, collaboration within the organization and working within the United Nations reform process.

164. The overall objective is to provide organizational ICT systems and infrastructure which allow UNICEF to manage, share and utilize information in support of the MTSP targets and processes. The use of technology for collaborative work practices, knowledge-sharing, documentation management and e-learning will support and promote organizational priorities. Access to documentation and collaborative tools via the intranet will be improved to transform the intranet into a communication tool. Collaboration will continue with external partners to facilitate information-sharing.

165. Improvements in information management will also be pursued. The facilities used for oversight, monitoring and reporting will see continuous improvement through the use of web-enabled tools, reporting and services. Innovations will be

explored in knowledge-sharing and in the use of portals for information delivery. The scope and definition of ICT as a programmatic input will be defined during the first year of the plan, with an initial focus on education and information-sharing, through a feasibility study.

166. *DevInfo* is an important form of support for achievement of the MTSP targets, particularly in relation to data on social indicators. The development, implementation and use of *DevInfo* will continue as an inter-agency project, led by UNICEF. Plans to expand the availability and use of *DevInfo* during this plan period include a fully functional web-based product; support for information-sharing in emergencies; expansion of users to children and youth; strengthening country-level processes for using data for monitoring, planning and advocacy; and standardization of the tool for data storage, access and dissemination of human development indicators.

167. Within the framework of United Nations reform and inter-agency collaboration and in alignment with the UNICEF ICT strategic plan, major initiatives will be reinforced and expanded to ensure that systems and services are in place. This will involve sharing of experiences and collaboration in specific areas identified in the reform and harmonization and simplification processes. The foundation of UNICEF-led initiatives and best practices laid in 2002-2005 (SAP-HR, *DevInfo*, ProMS, VSAT and emergency telecommunication standards) will facilitate this collaboration.

168. Efforts are under way to ensure accurate reporting of expenditures against the MTSP results framework. An updated coding system will allow country offices to more accurately code transactions in ProMS to enable better expenditure reporting. Reporting systems will allow local management of progress towards MTSP targets with regional and global oversight.

169. Support in emergency situations will continue to be a core ICT function, to ensure the rapid establishment of appropriate information technology and telecommunications services and skilled staff during emergencies.

VII. Resource implications, fund-raising strategy and targets

170. As outlined in chapter II above, challenges and opportunities have emerged for resource mobilization in recent years, including the OECD/DAC Harmonization and Alignment initiative and the United Nations reform process itself. International donors are aligning themselves to strategic action, including around "good donorship" initiatives that reflect a strong commitment to harmonize and bring more policy coherence to their role as funders of the development system. The 2004 TCPR emphasized that funding of operational development activities for the United Nations system should focus on long-term development and that core resources continue to be the bedrock of United Nations operational activities. Within this increasingly complex environment, UNICEF will pursue funding strategies that support common approaches to reducing transaction costs, streamlining operational processes and producing measurable results.

Fund-raising strategies

171. The success of the MTSP depends in large part on the regular and predictable growth of total income, especially regular resources. Through the allocation formula approved by the Executive Board, regular resources enable UNICEF to support national capacity development and advocate and leverage wider resources for children. They also allow UNICEF to retain core managerial and technical capacities, including to strengthen systems development for programme design, monitoring and evaluation and for learning and intellectual leadership related to MTSP results. With adequate and predictable regular resources income, UNICEF will be in a better position to obtain and use additional other resources to extend programmes of cooperation and ensure planned results in agreed areas of priority for children.

172. The proportion of regular resources as part of total UNICEF income has deteriorated in recent years. To reverse this trend, UNICEF will advocate for increased regular resources at every opportunity and will continue to engage closely with donors to bring more consistency to funding approaches. Benchmarks, targets and indicators, to be developed with key donors, will be built into funding workplans to increase regular resources and ensure adequate financing of the MTSP. At the same time, the effectiveness of the use of regular resources will be assessed by tracking and reporting on results achieved.

173. The multi-year funding framework provides a comprehensive framework for UNICEF to raise regular resources through the annual pledging event. However, since the first such event in 2000, only 22 per cent of an annual average of 60 donors which make pledges have committed to providing contributions for more than one year. Multi-year commitments are crucial to UNICEF for improving income predictability and stability, effective cash management and programme planning.

174. A related issue is "burden-sharing" among high- and upper-middle-income countries: contributions remain inequitable. Contributions from the largest 10 donors in 2004 to regular resources were nearly eight times greater than those of the next tier of 10 major donors. The combination of uneven burden-sharing among top donors and the growing disproportion between regular and other resources during 2002-2005 led to increasing UNICEF reliance on raising other resources for programmes of cooperation. The 2004 TCPR resolved that donor and other countries are in a position to substantially increase their contributions to core budgets and wherever possible to contribute on a multi-year basis. A performance indicator to track burden-sharing will be monitored during the course of this plan period and the information used for advocacy (see annex II).

175. UNICEF will also use every opportunity to stress the importance of simple agreements and flexible funding with donors. The use of standard agreements will be sought whenever possible. Increases in the use of standardized agreements will be monitored as a proxy indicator for transaction costs and flexibility of contributions.

176. UNICEF will also encourage thematic contributions in this plan period, designated for flexible use within defined areas of the MTSP. Established in 2003, thematic funding has increased rapidly, resulting in greater efficiency. Thematic funds have fewer restrictions than most other resources, allowing for longer-term

planning while reducing transaction costs and recovery rates. The response to the 2004-2005 Indian Ocean tsunami showed how thematic funding can make a difference in a large-scale emergency. A rapid response from the general public, private sector and governments enabled UNICEF to disburse over $35 million to affected countries within the first week of the response. Field offices were able to make rapid use of thematic funds according to the needs of the affected populations.

177. The private sector, particularly through the 37 National Committees for UNICEF, will continue to be a critical source of funding support. Relationships with non-traditional donors, particularly in Asia and the Middle East, will also be cultivated to build ties for the medium and long term. New fund-raising approaches such as the Global Campaign on HIV/AIDS and Children will be undertaken and experiences assessed for wider application. Annual resource mobilization targets for each focus area will be set to encourage realistic global strategic planning for meeting the financial requirements of the MTSP. Country offices will be supported in managing contributions.

Diversifying the funding partners of UNICEF

178. The Indian Ocean tsunami brought responses from a range of new donors, including national partner Governments, private sector companies and associations. These partners comprise a key element of an integrated and strategic approach to UNICEF fund-raising for this plan period. Relationships with these new partners will be fostered as ongoing allies, advocates and actors for children. UNICEF will explore the potential for further leveraging of resources for children with the private sector (see chapter V).

179. The close linkage between the focus areas of this MTSP and the Millennium agenda will enable UNICEF to engage more strategically with international financial institutions, particularly the World Bank. Building on successful models of joint United Nations programming, UNICEF will continue to support the increasing types and instances of collaborative approaches with United Nations agencies, donors, civil society and the private sector. New opportunities will also be pursued through funding mechanisms, such as GAVI, the Global Fund, the Global Alliance for Improved Nutrition and other public-private partnerships, to mobilize support for the MTSP focus areas.

Income trends in the last plan period

180. Total contributions to UNICEF over the period 2002-2004 grew by 36 per cent, from $1,454 million to $1,978 million. During this period, contributions to regular resources grew by 12 per cent, to other resources/regular by 57 per cent and to other resources/emergency by 63 per cent. Complex emergencies and natural disasters continued to attract the support of donors. Most of the large-scale, tsunami-related emergency contributions will be reflected in 2005 data. The favourable exchange rate for major donor currencies to the United States dollar also contributed significantly to the nominal income of UNICEF during the period.

Funding targets

181. Organization-wide efforts to increase the level of regular resources are a high priority. Separate targets for regular resources and other resources for regular and emergencies are thus included in this plan, as reflected in figure I. The financial

medium-term plan (see chapter VIII) provides more detailed information on projected contributions, expenditures, cash balances and liquidity.

182. A 3 per cent growth rate is projected for contributions to regular resources for 2005 and 2006, increasing to 4 per cent for 2007-2009 and reaching $933 million by 2009. The projection takes into account the pledges received for 2005, estimates resulting from consultations with donor Governments and National Committees and anticipated interest and exchange rates during the plan period. The level of regular resources is projected to remain below the organizational target of 50 per cent, falling to 35 per cent of total income in 2005, due to the growth in emergency contributions, and remaining in the 40-41 per cent range through 2009. The projections for growth in regular resources are conservative and UNICEF hopes that actual growth will be higher. Developments and trends in international aid policies and flows will be closely monitored.

183. Contributions to other resources are also projected to grow steadily during the plan period, although in the past there has been significant volatility from year to year. Other resources are projected to reach $1,327 million by 2009, declining from the exceptional 2005 projections but maintaining the overall growth trend. UNICEF expects the share of contributions from inter-organizational arrangements, including the joint programmes modality, to continue to increase during the plan period.

184. Expenditures in 2005 are expected to be 32 per cent higher than 2004, due to the tsunami disaster, as shown in figure II. In addition to the growth in other resources, significant growth in regular resources programme expenditures is projected for 2006-2009. The support budget is also expected to increase, in part to cover mandatory costs related to security compliance and emergency preparedness.

Direct programme assistance expenditure

185. Programme assistance expenditures increased steadily in the last MTSP period, reaching $1,344 million in 2004 (see figure II). This was due to appreciable growth in income for all three sources: regular resources and other resources for regular and emergency situations.

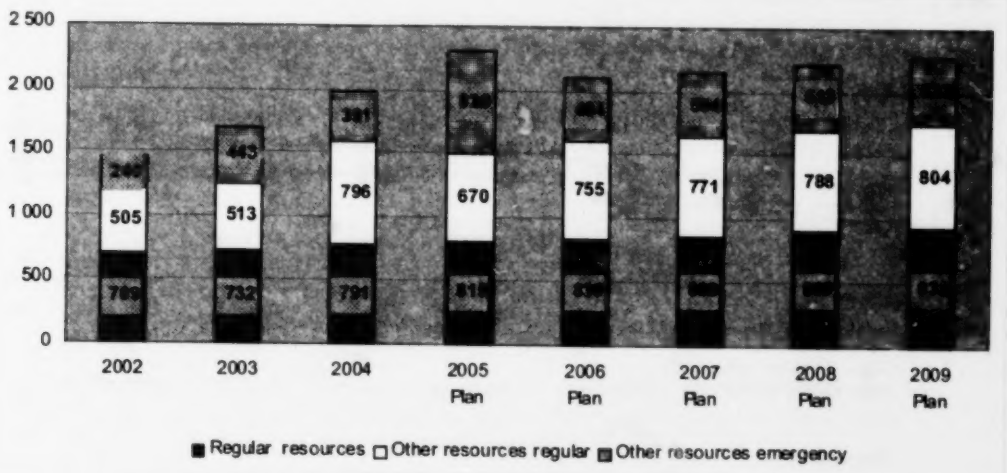
186. Through this expenditure, UNICEF continued to support countries in stable, transitional and emergency situations to fulfil the rights of children and achieve the goals of the Millennium agenda. Programme spending on emergencies, in particular, reflected large-scale challenges for children (e.g., in Afghanistan, Iraq and the Sudan) and in 2005, the Indian Ocean tsunami. Direct programme assistance expenditure is projected to increase further to $1,886 million in 2009; regular resources expenditure is projected to increase to $599 million, representing 32 per cent of direct programme assistance expenditure, compared to 30 per cent in 2004. As per Executive Board decisions 1997/18 and 2003/13, UNICEF will maintain an allocation of at least 50 per cent of programme regular resources to sub-Saharan Africa and at least 60 per cent to LDCs.

187. Throughout the 2006-2009 plan period, within projected regular resources direct programme assistance expenditure, UNICEF will maintain a share for the focus area on young child survival and development that is at a level similar to the

estimated 2004 combined shares for the ECD[10] and immunization "plus" priorities of the previous plan (i.e., 46 per cent). Shares of regular resources for other focus areas will also remain close to equivalent levels under the previous plan, estimated for 2004 at 21 per cent for basic education and gender equality, 12 per cent for HIV/AIDS and children and 9 per cent for child protection. Based on 2004 expenditures for activities falling under the new focus area on policy advocacy and partnerships for children's rights, its share of regular resources programme assistance expenditure is projected at 11 per cent in this plan period.

Figure I. Funding targets for regular and other resources

(2002-2004 actual, 2005-2009 estimates)
(In millions of United States dollars)



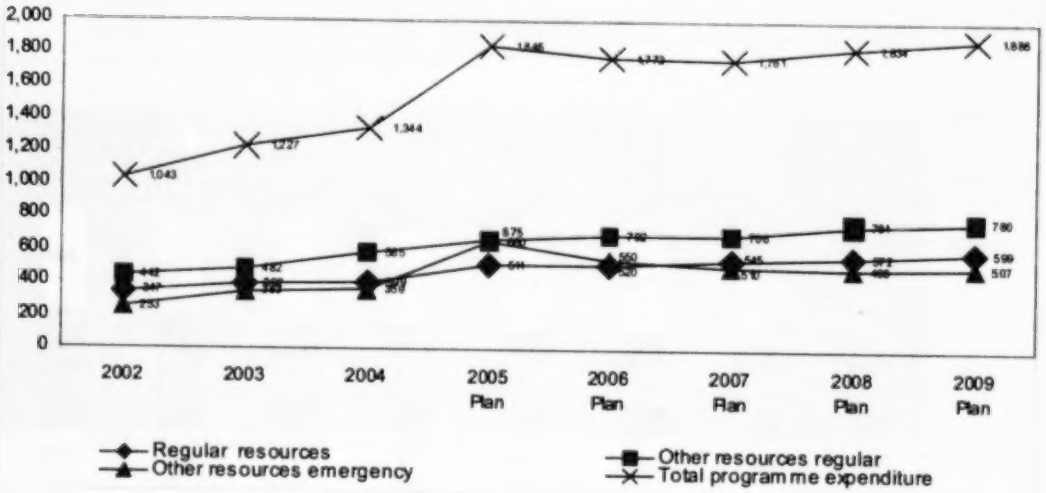
188. The pattern of future other resources (regular and emergency) income and spending is projected to increase the share of total programme assistance expenditure for young child survival and development significantly over its planned share of regular resources, to an estimated 52 per cent. Increased resource mobilization from the Global Campaign on HIV/AIDS and Children is expected to increase the total share of expenditure of this focus area to at least 14 per cent. The focus area on basic education and gender equality is projected to have an overall share of expenditure of 18 per cent, and child protection an overall share of 9 per cent. While the focus area on policy advocacy and partnerships will also seek significant other resources, its projected share of total programme assistance expenditure is 6 per cent. Expenditures that support activities beyond the five focus areas are projected at 1 per cent of both regular resources and total expenditures.

[10] Not including birth registration, estimated at 2 per cent of regular resources programme expenditure.

189. If one or more of the focus areas falls significantly below its projected share of total programme expenditure during the MTSP period, a review will be undertaken and discussions held with funding partners.

Figure II. Projected programme expenditure for regular resources, other resources and other resources for emergencies

(2002-2004 actual, 2005-2009 estimates)
(In millions of United States dollars)



Reporting

190. Reporting will focus on performance against expected results. The timely submission of narrative and financial reports per agreed date by the donor will be tracked (see annex II). Related systems enhancements will be undertaken to support the automation of such information. UNICEF will continue to organize consultations with donors to promote in-depth dialogue on different areas.

VIII. Financial medium-term plan for the period 2006-2009

191. The UNICEF financial plan incorporates the best estimates of future regular and other resources income and is used to: (a) plan affordable levels of regular resources programme expenditures; (b) determine the budgetary estimates necessary to support programme expenditures; and (c) manage the liquidity requirement established by the Executive Board.

Process

192. The financial plan projects income based on pledges and indications received during the pledging event, recent trends in contributions, fund-raising objectives of the Programme Funding Office and the workplan of the Private Sector Division

(PSD). Projected expenditures are based on data relating to the outstanding amounts of approved programmes, plus estimated expenditures on future programmes. Programme and budget plans, implementation experience and available resources provide the basis for the yearly phasing of expenditures.

193. The Executive Board approves budgets for country programmes of cooperation and the support budget for financing from regular resources. The UNICEF biennial support budget is reviewed by the Executive Board every two years. UNICEF prepares estimates for country programmes of cooperation to cover a longer period, according to the national planning cycles, and in conjunction with other members of the UNDG.

194. Total programme expenditures from regular resources, projected in the present plan, are based on forecasts of future regular resources income. Future country programme expenditures from regular resources are based on planning levels established on the basis of the modified system for allocation of regular resources for programmes approved by the Executive Board in 1997 (E/ICEF/1997/12/Rev.1, decision 1997/18).

195. Except in specific circumstances approved by the Executive Board, spending from other resources begins upon receipt of pledges for other resources programmes previously approved by the Executive Board or, in the case of emergencies, as part of the CAP.

196. Actual amounts of income and expenditure can differ from projections because: (a) income is dependant on voluntary contributions; (b) the rate of expenditures can be influenced by a number of factors, many of which are beyond UNICEF control; and (c) exchange-rate fluctuations add significant uncertainty to income and expenditure projections.

197. UNICEF does not have borrowing authority to cover potential differences from planned income and expenditures. If regular resources income is lower than estimated, the main regulators of expenditures are:

(a) Adjustment of the amounts of new programmes submitted to the Executive Board for approval;

(b) Reduction of the existing support budget;

(c) Adjustment of the rate of expenditures on already approved programmes.

198. Since the effect of these regulators operates with a time lag, UNICEF must maintain a certain amount of cash as a liquidity provision. In addition to providing a cushion for planning contingencies, the liquidity provision covers the cash flow imbalance that often occurs in the first quarter of the year, when disbursements can exceed receipts for regular resources. To meet this requirement, the UNICEF liquidity policy recommends a minimum year-end regular resources convertible cash balance equal to 10 per cent of projected regular resources income for the following year. This financial plan sets planned regular resources expenditure at a level that guarantees compliance with this target. In its decision 2003/8 (E/ICEF/2003/9/Rev.1), the Executive Board decided that UNICEF should continue to manage its liquidity in accordance with the current policy. It should be noted that firm and indicative pledges and early payments by Governments, in accordance with decision 1999/8, enhance the predictability of the availability of resources.

199. To minimize the negative impact of uncertainties about income on programme implementation, UNICEF continuously reviews progress against the plan, identifies deviations and takes corrective action as necessary. In this framework, UNICEF updates the financial plan each year on a "rolling basis" to reflect the most current income estimates. UNICEF uses the revised estimates to update the annual expenditure phasing and to determine the level of estimated programme cooperation to be prepared for the following years.

200. This plan enables the Executive Board to review the financial performance of UNICEF in 2004 and see updated income projections. In this framework, the plan also provides the Board with a basis for deciding the total level of affordable programmes to be submitted in 2006. The current financial plan both forms part of the MTSP for 2006-2009 and covers financial projections for 2005.

Performance in 2004 compared with the previous financial plan

201. An overview of income, expenditure and resource mobilization for 2004 was provided in the annual report of the Executive Director (E/ICEF/2005/6). Figure I, annex III compares the actual results for 2004, the projections in the financial plan for 2004 and the 2003 results.

Income

202. Total contributions to UNICEF in 2004 amounted to $1,978 million, an increase of $290 million (17 per cent) compared with 2003. Contributions amounting to $1,339 million (68 per cent of total contributions) were received from Governments and intergovernmental organizations and $578 million (29 per cent) from the private sector, raised in substantial part by National Committees, and inter-organizational arrangements. A further $61 million (3 per cent) was derived from other sources (including interest and miscellaneous income).

203. Regular resources contributions amounted to $791 million in 2004, an increase of $59 million (8 per cent) compared with 2003 and $26 million (3 per cent) compared with the financial plan. In line with the harmonized budget presentations of UNDP, UNFPA and UNICEF, certain biennial support budget costs (including income tax reimbursement and government contributions towards local costs) amounting to $9 million in 2004 have been subtracted from total contributions to arrive at the 2004 income. For 2003, the amount subtracted was $8 million.

204. Other resources income (both regular and emergency) amounted to $1,187 million in 2004, an increase of $231 million (24 per cent) compared to 2003 and $267 million (29 per cent) compared to the financial plan. Whilst contributions to other resources (regular) increased by $283 million (55 per cent), contributions to other resources (emergency) decreased by $52 million (12 per cent) compared to 2003.

205. The ratio of regular resources income to total income decreased to 40 per cent in 2004 compared to 43 per cent in 2003 and 45 per cent in the financial plan.

Expenditures

206. In 2004, total expenditures (including write-offs) amounted to $1,606 million, an increase of $127 million (9 per cent) compared to 2003 and a decrease of $43 million (3 per cent) compared to the financial plan. Management and administration

expenditures were $92 million and programme support $164 million. Total support budget expenditure (management and administration and programme support) was $256 million, an increase of $14 million (6 per cent) compared to 2003 and $3 million (1 per cent) less than the financial plan. Direct programme assistance amounted to $1,344 million, an increase of $117 million (9 per cent) compared to 2003 and $46 million (3 per cent) less than the financial plan. Direct programme assistance represented 84 per cent of total expenditures.

207. Expenditure details by source of funding are provided in annex III, tables 4, 5 and 6.

Cash balances

208. The 2004 year-end cash balance (excluding $286 million in trust funds for procurement services and other activities) was $1,047 million, compared to $672 million in 2003. The increase in cash balances in 2004 resulted largely from the growth in income and the late-year receipt of funds.

209. The regular resources cash balance at the end of 2004 was $329 million, consisting of $318 million in convertible currencies and $11 million in non-convertible currencies. The 2004 other resources cash balance was $718 million.

210. As per Executive Board decision 2003/11 (E/ICEF/2003/9/Rev.1), a reserve of $30 million was established in 2003 to cover contingent liabilities arising from after-service health insurance for staff. In accordance with this decision, the reserve was increased by $10 million in 2004. UNICEF continues to monitor this reserve and to coordinate with other United Nations agencies to ensure adequate planning in this area.

Financial plan for 2005-2009

211. The changes in the current financial plan compared to the previous plan (E/ICEF/2004/AB/L.4) are summarized in annex III, table 1.

212. Income and expenditure projections for 2005 vary significantly from historical trends as a result of tsunami-related contributions and programmatic activities. An upward trend is projected for total planned programme expenditures for 2006-2009, with 2006 especially showing a higher programmatic expenditure level reflecting continuation of relief and rehabilitation expenditures in tsunami-affected countries. The higher projected expenditures result from anticipated increases in regular resources income, availability of other resources and improved absorption capacities of programme countries, as evidenced by programme expenditure trends in 2003 and 2004 and expenditure levels registered in the first six months of 2005, especially for tsunami response.

Income projections for 2005-2009

213. Annex III, table 2 shows, inter alia, income projections from various sources for the period 2005-2009. These projections are made for planning purposes and do not imply a commitment by individual donors since all contributions to UNICEF are voluntary.

214. The financial plan forecasts total income of $2,305 million for 2005, an increase of $327 million compared to actual results for 2004. This figure takes into

account the already realized significant other resources (emergency) contributions related to the tsunami. After 2005, a reduction in other resources (emergency) contributions is anticipated.

215. As a result of the tsunami disaster, 2005 will be anomalous during the 2005-2009 plan period. Although the growth in contributions is expected to continue, for 2009, the last year of the plan period, contributions are expected to be less than in 2005, but still 14-per-cent higher than in 2004. Regular resources are expected to constitute about 41 per cent of the aggregate contributions.

Regular resources income

216. Annex III, table 2 shows the various sources of regular resources income, which can be broken down as follows:

(a) **Government contributions.** A total of 50 Governments pledged at the United Nations Pledging Conference and the UNICEF pledging event held during the first regular session of the Executive Board in January 2005. Of the 50 countries that pledged, 13 increased, 28 maintained and 1 decreased their pledges, with 7 resuming their pledges and 1 pledging for the first time. Nineteen were high-income, 21 were middle-income and 10 were low-income countries. The pledges for 2005 regular resources amounted to $256 million, $2 million less than the total pledged for 2004. UNICEF projects regular resources contributions from Governments to be $455 million for 2005, an increase of $17 million (3 per cent) over the previous year. The plan forecasts an increase of 3 per cent again for 2006 and then 4 per cent growth for the remaining years of the plan period;

(b) **Private sector contributions/inter-organizational arrangements**. The projections reflect a revised estimate of the PSD work plan (E/ICEF/2005/AB/L.1), which was approved by the Executive Board at its first regular session of 2005, and the forecast of contributions from non-governmental sources. Net income from the private sector includes proceeds from the sale of greeting cards and other products, private sector fund-raising and contributions from NGOs. The financial plan forecasts private sector income of $305 million in 2005, an increase of 4.5 per cent, and average annual increases of 5 per cent for the period 2006-2009;

(c) **Other income**. Other income consists mainly of interest income, gains/losses as a result of exchange rate movements and other miscellaneous items. Other income is forecast to be $55 million in 2005 and $50 million per year for 2006-2007, levels which reflect the fact that interest income is likely to be positively influenced by the changing interest rate environment. The gains in interest income are expected to be offset to a certain extent by the strengthening of the United States dollar compared to other major donor currencies.

Other resources income

217. UNICEF receives contributions for other resources for approved country programmes and for emergency response. Annex III, table 5 also shows the forecast of these contributions separately. Significant growth is projected for other resources (emergency) in 2005.

218. Other resources contributions, especially for relief and rehabilitation activities, remain difficult to project, and thus represent the most volatile component of UNICEF contributions. After a dip in 2006 following the tsunami-related

contributions of 2005, historical growth trends are expected to resume, likely resulting in a likely 2 per cent annual growth between 2007 and 2009.

219. Other resources (regular) projections are expected to increase gradually during the plan period, but the trend is not linear because of extraordinary growth in 2004 (due to significant contributions for Iraq). In 2005, other resources (regular) income is expected to be $126 million lower (16 per cent).

220. Other resources (emergency) contributions are expected to increase by $70 million from governmental sources in 2005. The private sector response to the tsunami is expected to bring in $430 million in 2005, a significant increase of $353 million compared to results for 2004. Overall, other resources (emergency) contributions are expected to be 110 per cent higher in 2005.

221. Thematic contributions are expected to continue to be an important component of the other resources contributions. No specific targets have been established for the thematic component within the other resources category. UNICEF continues to encourage thematic other resources to reduce transaction costs and make more resources available for direct programme assistance.

222. Due to increasing contributions through inter-organizational arrangements, including those related to joint programming initiatives, this subcategory is being separated from the private sector/inter-organizational arrangements group. Inter-organizational arrangements are expected to account for $75 million in 2005, a significant increase from 2004, largely resulting from agreements with the World Bank, the United Nations Foundation and joint programmes.

Liquidity

223. The UNICEF liquidity policy established by the Board requires a minimum year-end regular resources convertible cash balance equal to 10 per cent of projected regular resources income for the following year. The proposed financial plan sets planned regular resources expenditures (annex III, table 3) at a level that ensures continuous strict compliance with this requirement, as shown in annex III, table 5.

224. Programmes funded from other resources are normally fully funded before implementation begins; therefore, the cash balance for other resources is higher than for regular resources. The year-end cash balance can vary widely depending on the timing of the receipt of funds and the implementation of programmes.

225. With the current funded reserve for after-service health insurance costs at $40 million, UNICEF is proposing an increase of $20 million each year for 2005 and 2006 and $10 million for each year from 2007 to 2009. This proposal is in line with a recommendation by the Board of Auditors (A/57/5/Add.2) that UNICEF provide in the accounts a funded reserve to cover contingent liabilities arising from after-service health insurance for staff (as well as Executive Board decision 2003/11 authorizing the establishment of the funded reserve).

Projected programme expenditures

226. At the beginning of 2005, the unspent balance of approved regular resources programme commitments was $1,137 million, planned for implementation from 2005 onwards (see annex III, table 3 and the relevant footnote).

227. Regular resources programmes proposed to the Executive Board in 2005 amount to $748 million. The plan provides for the preparation of $697 million of regular resources programme proposals for approval by the Executive Board in 2006. The levels of planned programme expenditure will be continuously adjusted based on updated information about projected income.

228. The 2005-2009 level of planned spending is in line with the goal of maximizing programme expenditures while maintaining regular resources liquidity. The estimated yearly phasing of expenditures on approved, new and future programme recommendations is also shown in annex III, table 3.

229. The plan proposes regular resources programme expenditures of $511 million in 2005, $6 million more than forecast in the previous plan, reflecting increased regular resources allocations to country programmes in 2005 and the commensurate increase in implementation rates. Planned programme expenditures for 2006, 2007, 2008 and 2009 are $520 million, $545 million, $572 million and $599 million respectively. These levels take into account the objective of optimizing the use of resources within the bounds of income and sound liquidity management and are also subject to actual regular resources income in the plan period.

230. The unspent balance of programme cooperation from other resources was $1,052 million at the end of 2004 ($792 million/regular and $260 million/emergency). The financial plan forecasts that other resources programme expenditures will be in line with the expected income and available resource levels for 2005 through 2009, with a sizable component of tsunami-related resources programmed in 2006 and 2007.

231. Based on income projections in the plan, total expenditures (net of reimbursement costs) for 2005 and 2006 are forecast to be $2,131 million and $2,076 million, respectively. The financial plan forecasts total programme expenditures to be $2,077 million in 2007, almost the same level as 2006, increasing to $2,159 million in 2008 and $2,220 million in 2009. However, actual spending will be adjusted in line with the level of achievement of income projections set in the present plan.

232. The current financial plan forecasts a 6-per-cent increase in the support budget in 2005, largely due to security-related allocations but also to account for increased programmatic support. The projections for future years take into account higher other resources expenditure levels and increased recovery offset following the adoption of the new UNICEF recovery policy. The additional recovery income offsets the growth in support budget expenditures, thus maximizing the funds available for programme assistance.

Assets and liabilities

233. Tables 4, 5 and 6 in annex III show the anticipated effect of movements in non-cash assets and liabilities on the year-end cash balances.

234. At its 1990 regular session, the Executive Board approved a capital asset fund to be used for field office accommodation and staff housing (E/ICEF/1990/13, decision 1990/26). At the end of 2004, $11 million remained available in the fund for this purpose.

235. All the above items, contributions/income, expenditure and liquidity, are summarized in annex III, table 4, with a breakdown of regular resources in table 5 and other resources in table 6. Annex III, figures III through V show actual and forecast financial information by source of funds.

Trust funds

236. Trust funds are earmarked resources entrusted to UNICEF from various sources, including Governments, other United Nations organizations and NGOs, mainly to cover the cost of procurement of supplies and services undertaken by UNICEF on behalf of development partners. They also include financing provided by sponsors to cover the costs of Junior Professional Officers.

237. As per Regulation 5.3 of the UNICEF Financial Regulations and Rules, trust funds are not considered UNICEF income and are recorded separately and distinguished from funds that are part of income and spent for Board-approved programmes.

238. Procurement services activities continue to be an important component of the trust fund accounts. The amount disbursed from trust fund accounts for procurement services was $379 million in 2004 ($175 million more than 2003). The disbursement from other trust fund activities was $200 million ($85 million less than 2003), of which participation in GAVI accounted for $117 million.

239. Annex III, table 7 reports on trust fund activity in 2004 and projects receipts and disbursements for the plan period. Overall, in 2004, UNICEF received $591 million for these trust accounts, while disbursements and obligations amounted to $579 million.

IX. Recommendation

240. The Executive Director *recommends* that the Executive Board approve the following draft decision:

The Executive Board:

1. *Welcomes* the medium-term strategic plan (MTSP) (E/ICEF/2005/11), including the medium-term financial plan, as a flexible guiding framework for UNICEF action covering the period 2006-2009, which reaffirms the centrality of the United Nations country programming approach, recognizing national ownership in the process, and which will contribute to the achievement of the Millennium Summit Declaration and internationally agreed development goals, including those contained in the Declaration, and to the outcomes of the General Assembly Special Session on Children and to the wider fulfilment of the Convention on the Rights of the Child;

2. *Approves* the organizational focus areas set forth in the plan, taking into account the particularities of each country's situation;

3. *Approves* the MTSP and its financial plan as a framework of projections for 2005-2009 (summarized in annex III, table 3), including the preparation of $697 million in programme expenditures from regular resources in programmes to be submitted to the Executive Board in 2006. The amount is subject to revision based

on the availability of resources and to the condition that estimates of income and expenditure made in this plan continue to be valid;

4. *Approves* the transfer to the funded reserve of $20 million per year for after-service health insurance for 2005 and 2006 and $10 million per year for 2006-2009, to be adjusted on the basis of financial projections;

5. *Requests* the Executive Director, on an ongoing basis, to review and where necessary to propose adjustments to the MTSP based on the comments made by Executive Board members, as reflected in the reports on its sessions, and on experience in implementing the plan;

6. *Further requests* the Executive Director to assess progress towards the key results established in the MTSP in her annual report to the Executive Board.

Annex I

Results matrices

These results matrices should be read in close conjunction with the text, especially chapter IV. They lay out the established international goals and commitments to which each focus area of UNICEF work is intended to contribute, and the key result areas in which UNICEF will engage with partners and provide support through programmes of cooperation.

The matrices also contain a set of more specific targets, which will provide a basis for assessing progress during 2006-2009, with a significant level of organizational attribution. These targets are accompanied by: indicators, which form part of the monitoring and evaluation framework for the MTSP (see annex II); an indication of the broad range and type of areas of UNICEF cooperation under each target, depending on country needs and priorities; and a summary of key partnerships and partnership frameworks for each focus area. Monitoring of indicators will be disaggregated by sex, age groups, rural/urban populations, wealth quintiles and at subnational levels, wherever feasible and appropriate. Where data cannot be disaggregated by gender and other attributes that may be key to assessing progress and disparities, efforts will be made to ensure that adequate attention is given to improving systems for future availability and use of such data.

A broad indication of coverage is also given for the organizational targets in relation to regions and country situations. This does not preclude the detailed agreements on UNICEF cooperation reached through the normal country programming process, led by national partners.

Focus area 1: Young child survival and development

Strategic Intent — Countries acquire the capacities and systems to ensure the right of the child to survival, growth and development and to achieve the highest attainable standard of health.

Priority Goal — Millennium Development Goal 4: Reduce child mortality Target 5: Reduce U5MR by two thirds between 1990 and 2015.

Related Goals and commitments: Goal 1: Eradicate extreme poverty and hunger (Target 2, Indicator 4: Prevalence of underweight children under five years of age); Goal 5: Improve Maternal Health (Target 6: Reduce MMR by three quarters between 1990 and 2015); Goal 6: Combat HIV/AIDS, malaria and other diseases (Target 8: Have halted by 2015, and begun to reverse, the incidence of malaria and other major diseases); Goal 7: Ensure environmental sustainability (Target 10: Halve, by 2015, the proportion of people without sustainable access to safe drinking water and sanitation); Goal 3: Promote gender equality and empower women (Target 4: Eliminate gender disparity in primary and secondary education); Goal 8: Develop a global partnership for development (Target 17: In cooperation with pharmaceutical companies, provide access to affordable essential drugs in developing countries; Target 18: In cooperation with the private sector, make available the benefits of new technologies, especially information and communications); Convention on the Rights of the Child (Articles 6, 24); *A World Fit for Children*: Promoting Healthy Lives.

Key result area 1: Scale up high-impact health and nutrition interventions[1]

Organizational targets	*Indicators*	*Areas of cooperation*	*Coverage focus*
1. Increase and sustain vaccination coverage to at least 90% at national level and 80% in all districts or equivalent administrative units, with particular focus on reaching population groups with low coverage[2] levels (in 60 countries with high child mortality rates and/or with large numbers of child deaths,[3] and among populations with high U5MR in countries with moderate or low U5MR) 2. Interrupt polio transmission in all remaining endemic countries and achieve certification of global polio eradication	1. U5MR, IMR and rate of under-nutrition (weight/age) will measure the combined impact of actions in the four key result areas 2. Measles and DPT3 immunization coverage rates 3. No. of confirmed polio cases 4. Neonatal tetanus protection at birth 5. Household availability of ITNs 6. % of children who received at least one high-dose vitamin A supplement within the last six months	• Strengthen immunization services, including for polio, measles and maternal and neonatal tetanus • Polio eradication efforts, including vaccine procurement, NIDs, advocacy, resource leveraging • Malaria treatment for children and pregnant women • Accelerated deployment of ITNs to protect vulnerable groups in malaria-endemic areas • Provision of high-impact and synergistic maternal, newborn and child survival intervention packages[6] through facility-based and outreach services (including CDD/ORT, pneumonia control, maternal and newborn care, vitamin A, etc.)	60 countries with high U5MR in terms of rates or magnitude Also, subnational level populations with disproportionately high U5MR in countries with moderate or low U5MR Malaria-endemic countries and malaria-endemic regions within countries

3. In all countries with high child mortality rates that are malaria-endemic, increase and sustain to at least 60% the percentage of young children and pregnant women sleeping under an ITN in all malaria-endemic districts 4. Increase at least 60% and sustain the effective coverage of high-impact health and nutrition intervention packages, with emphasis on families in poverty, in 60[4] countries with high child mortality rates and/or with large numbers of child deaths, and among populations with high U5MR in countries with moderate or low U5MR 5. All high U5MR countries have country-owned and -led PRS — or equivalent national development strategies — that set medium-term targets for scaling-up high-impact and synergistic maternal, newborn and health and nutrition child survival intervention packages and define equity-based plans for achieving these targets, linked to medium-term expenditure frameworks	7. % of children under five years with ARI taken to an appropriate health provider 8. % of children born of HIV-positive mothers receiving cotrimoxazole prophylaxis 9. % of high-U5MR countries with medium-term expenditure frameworks that include quantified, progressive[5] targets for scaling-up high-impact health and nutrition preventive interventions	• Technical support for national and district-level sector plans and budgets that are data-and outcome-driven and address major supply/demand bottlenecks, ensuring civil society participation, especially of women and youth organizations • Monitoring, disease and nutritional surveillance and surveys • Data-driven and evidence-based advocacy • Gender-sensitive communication for behavioural change and social development • Prevention of accidents and drowning in children (in countries where this is a significant cause of death) • Treatment of children infected by HIV/AIDS for secondary and opportunistic infections • Leverage resources for U5MR reduction in partnership with national Governments, Global Fund to Fight AIDS, Tuberculosis and Malaria, GAVI, IFF and other global funds • Procurement and supply of essential supplies for scaling-up health and nutrition interventions with UNICEF programme funds and other funding at national level • Commodity assessments at national and subnational levels • Prevention and control of anaemia and other micronutrient deficiencies by fortification, supplementation and dietary diversification	

Key result area 2: Improved family and community care practices that impact on young child survival, growth and development			
Organizational targets	*Indicators*	*Areas of cooperation*	*Coverage focus*
6. Increase by at least 50% the number of families utilizing appropriate care and feeding practices for child survival, growth and development 7. Increase by at least 50% the number of families with access to services and essential resources that contribute to child survival, growth and development 8. All programme countries have an enabling policy environment for improved family and community care practices for survival, growth and development	1. % of infants exclusively breastfed (<6 months) 2. % of children under 5 years with diarrhoea who received ORT and continued feeding 3. % of young children orphaned and made vulnerable by HIV/AIDS[7] receiving free basic external support 4. % of households that are reached by programmes to support parenting for child development (including health, nutrition, development, safety) 5. % of newborns and % of new mothers who received a check-up by a trained or skilled provider within 3 days 6. % of children <5 years who are undernourished 7. % of countries with programmes at scale that support good parenting and communication for marginalized/excluded children 8. % of basic and comprehensive emergency obstetric care per 500,000 population	• Community-Integrated Management of Neonatal and Childhood Illnesses • Promotion of exclusive breastfeeding and complementary feeding • Community-based care and support of HIV/AIDS- affected children, ensuring involvement of both men and women • Parenting education on psychosocial and cognitive development for children under 5 years • Community-level assessment-analysis-action processes (triple-A), with participation of women • Child injury prevention through parental/community education and prompt primary care for injuries • Provision of essential health and nutrition resources and commodities at community level • Increase exposure to early learning and psychosocial care through interventions such as home visits, parenting groups, integrated health, ECD and nutrition materials and promoting men's role in childcare • Communication for behavioural change and social development • Capacity-building of outreach workers on skilled birth and newborn care	All programme countries with relevant interventions as appropriate, based on epidemiology, with emphasis on reaching the poorest families and marginalized children

	9. No. under-5 children with suspected pneumonia in previous two weeks receiving antibiotics 10. No. of programme countries with national development plans that include quantified, progressive targets[8] for scaling-up improved family and community care practices 11. % of households using adequately iodized salt 12. % of country programmes that have conducted gender analysis to identify gaps and challenges in family and community care practices	• Support for improved legislation, quality assurance and monitoring • Scaling up for universal salt iodization in affected countries to eliminate IDD • Advocacy and technical support for national sector plans and budgets that are data- and outcome-driven, to improve family care practices, with special attention to gender roles of men and women, boys and girls	

Key result area 3: Increased access to, and use of, safe drinking water and basic sanitation			
Organizational targets	*Indicators*	*Areas of cooperation*	*Coverage focus*
9. Support the development and implementation of community-based hygiene improvement and water safety plans that lead to reduction in childhood diarrhoea and other water-related diseases 10. Support progress towards Target 10 of the MDGs, through support to scaling-up of adequately financed, decentralized, locally determined programmes consisting of a balanced mix of hygiene, sanitation and water supply interventions, focusing on poor rural and urban families 11. Together with other key agencies, provide leadership in working with Governments to strengthen sector plans, policies and budgets for hygiene, sanitation and water supply, and incorporate these into national PRSs, SWAPs and UNDAFs	1. Proportion of population using an improved water source (disaggregated by sex, urban/ rural and wealth quintiles) 2. Proportion of population using basic sanitation (disaggregated by sex, urban/and rural and wealth quintiles) 3. % caregivers using a safe means of disposing excreta of children below 3 years 4. Mean time required to go to water source, collect water and return home 5. Proportion of women, men, girls and boys who fetch water 6. % households that treat their water to make it safer to drink 7. No. of national plans and policies that incorporate sectoral programmes and targets for achieving Target 10 of the MDGs 8. No. of countries that have undertaken a gender analysis of the WES sector	• Water supply and sanitation services for low-income rural and peri-urban communities, schools and health posts and clinics • Promote essential hygiene practices: washing hands with soap, drinking safe water and sanitary excreta disposal • Strengthen demand and supply mechanisms for basic sanitation, through demand-responsive and environmentally sustainable toilet options • Apply demand-responsive approaches to community-based water supply and water resources management • Promote participation of communities and district representative bodies in decision-making • Promote water safety/quality with Governments and WHO on a national scale • With partners, eliminate dracunculiasis (guinea worm disease) • Strengthen national sector policies for demand-responsive approaches to hygiene promotion, sanitation and water supply	High U5MR countries for Target 1 All regions and programme countries for Targets 2 and 3

		• Strengthen national sector capacities for turning gender-sensitive data analysis into policy, planning and resource allocations • With WHO, manage the Joint Monitoring Programme on the indicators of MDG Target 10 • Support sector capacity-building for sustainable service delivery, particularly at subnational and district levels • Develop approaches for targeted interventions in pockets of unreached populations • Advocate for improved protection of freshwater resources • Promote programmes that strengthen community capacities for managing their own water and sanitation environment • Support the development of mechanisms for going to scale with household water treatment	

Key result area 4: In declared emergencies, every child is covered with life-saving interventions (as per CCCs)			
Organizational targets	*Indicators*	*Areas of cooperation*	*Coverage focus*
12. Fully implement the CCCs for young child health, nutrition, water, sanitation and hygiene in declared emergency situations	1. % of declared emergencies where a rapid assessment of the child health, nutrition, water, sanitation and hygiene situation has been conducted within the first 30 days 2. % of children between 6 months and 4 years of age vaccinated against measles 3. % of severely malnourished children provided with therapeutic feeding 4. % of affected households/ population affected with a minimum safe drinking water supply	• Disaster preparedness plans in place • Rapid assessment • Coordinate for life-saving public health interventions in support of children and women and for the provision of infant feeding and nutrition rehabilitation services for children • Interventions in the **first six to eight weeks** as specified in CCCs, such as: immunization, cold-chain equipment, vaccines, training and social mobilization; vitamin A supplementation; essential drugs, emergency health kits, ORT/ORS, micronutrient supplies; emergency shelter and family kits, child and maternal feeding, etc. • Interventions **beyond initial response** include: establishment of essential health care services, home-based management of childhood illnesses, immunization and other interventions related to health, nutrition, water and sanitation	Man-made and natural disasters in all programme countries Declared emergencies, as a part of the United Nations system, based on sectoral leadership

Key partnerships

- *Governments*: In all cases (except possibly acute emergencies and civil strife), national authorities to be strengthened and supported to carry out child survival and development activities and to build capacities to sustain these functions in an equitable way. Biltateral development agencies of donor countries are also key partners.
- *United Nations system*: *WHO* has a recognized global policy-setting, normative and coordination role in public health; collaborates with UNICEF, UNHCR and WFP in emergencies; a partner with UNICEF and others in the global maternal, newborn and child health partnership and with UNICEF on water quality and guinea worm eradication, together with the Carter Center, and World Bank. *WFP* and UNICEF have increasingly complementary roles in emergency settings and provision of nutrition and food-based guidance. On maternal mortality reduction, UNICEF will support services for antenatal care, community-based delivery and newborn care, and play a supportive role in joint programmes with WHO and *UNFPA* to increase coverage of emergency obstetrical care services.UNICEF collaborates with the *World Bank* on provision of technical support for improved planning and budgeting processes, especially at the central level, and in many joint initiatives. These include the Consultative Group for Early Childhood Care and Development (World Bank, UNESCO, WHO and international NGOs), UN Water (a coordination group of 24 United Nations agencies involved in water and sanitation), the Joint Monitoring Programme for Water Supply and Sanitation (UNICEF, WHO, World Bank, Habitat, et al.).
- *Global alliances*: GAVI, Roll Back Malaria, Tropical Diseases Research (UNICEF, UNDP, WHO, World Bank), UNAIDS, GAIN, FFI.
- *International NGOs*: Médecins sans frontières, The Micronutrient Initiative, ICCIDD, The IDD Network, Helen Keller International, Oxfam, WABA, IBFAN.
- *Academia*: Universities and research institutions collaborate on ideas, pilot interventions and testing for efficacy and effectiveness to be scaled-up at country level, often with support of UNICEF and other partners. They are also partners in regional and national capacity-building. Partners include the Water and Sanitation Programme of the London School of Hygiene and Tropical Medicine; Water Engineering Development Centre (Lougborough University, United Kingdom); the International Water and Sanitation Centre (Netherlands); Water Supply and Sanitation Collaborative Council, the United States Centers for Disease Control and Prevention.
- *Private sector/foundations*: Major partners include Unilever, Procter & Gamble, Bill and Melinda Gates Foundation, Rotary International, Skat Foundation, United Nations Foundation.
- *National partners*: National and local governments and NGOs, civil society organizations, community groups.

Focus area 2: Basic education and gender equality

Strategic intent — Parents, communities and Governments acquire the capacities and support necessary to fully implement their obligation to ensure the right of all children to free, compulsory quality education.

Priority Goal — Millennium Development Goal 2: Achieve universal primary education. Target 3: Ensure that, by 2015, children everywhere, boys and girls alike, will be able to complete a full course of primary schooling.

Related Goals and Commitments: Goal 3: Promote gender equality and empower women; Goal 8: Global Partnership for Development; Convention on the Rights of the Child (Articles 28, 29); *A World Fit for Children*: Providing Quality Education. Education for All (EFA Dakar Goals, except for adult literacy).

Key result area 1: Improve children's developmental readiness to start primary school on time, especially for marginalized children

Organizational target	*Indicators*	*Areas of cooperation*	*Coverage focus*
1. Increase proportion of children starting school at the prescribed age by at least 40% of the gap, to achieve 100% by 2015 2. Increase from 6 to 40 the number of countries that have developed nationwide standards for monitoring school readiness as a component of developmental readiness	1. % of children starting school at the officially prescribed age, disaggregated by variables related to disadvantaged groups 2. % of countries with national standards for monitoring school readiness as a component of developmental readiness	• Establish and maintain safe spaces and early learning centres in communities • Promote parental education programmes, particularly for children affected by HIV/AIDS, disabilities and other special needs • Encourage "child-to-child" programmes to promote transfer of knowledge and practices on good health • Support birth registration campaigns • Develop and support national standards to monitor school and developmental readiness in ECD programmes • Link health, hygiene promotion, nutrition and other early intervention initiatives with primary school • Address gaps in service delivery for ECD and education through links between service providers	All regions LDCs; middle-income countries Countries identified as facing particular challenges by the report to the Committee on the Rights of the Child Countries with high HIV-prevalence

Key result area 2: Reduce gender and other disparities in relation to increased access, participation and completion of quality basic education			
Organizational Target	*Indicators*	*Areas of cooperation*	*Coverage focus*
3. Reduce proportion of primary-school-aged children who are out of school by at least 40%, in partnership with Governments and other agencies 4. Increase transition rates to post-primary education and training destinations, especially for girls and disadvantaged children, to be on track for 100% by 2015 5. Improve the gender parity index in primary and secondary education to be on course for achieving full parity by 2015, in partnership with Governments and other agencies 6. At least 90% of programme countries have national education sector plans with measures to reduce gender disparity and other disparities	1. Net enrolment rate and net attendance rate (for primary and secondary schools) 2. Transition rate from primary education to post-primary Education and training destinations, by "destination" 3. Gender parity index (at primary and secondary levels) 4. No. of programme countries with education sector plans that aim to reduce gender and other inequalities	• Identify, assess and analyze barriers, disparities and opportunities in basic education, via disaggregated data collection and disparity analysis for access, progression, completion and learning achievement. • Global and national advocacy for free and compulsory education • Support learning opportunities and reduction of discrimination against HIV/AIDS-affected children, child labourers, late-starters, girls, children with disabilities and others • Support access to learning opportunities through both formal and non-formal options and establishment of equivalencies • Address learning needs of adolescents, including over-age students in primary schools, with particular attention to gender • Support provision/equitable distribution of education supplies and services • Social mobilization and communication strategies • Provide leadership for UNGEI • Support EFA objectives through engagement with SWAps, PRS, EFA-FTI, national budget analyses and reporting on the Convention on the Rights of the Child	All regions Particular efforts in countries with low enrolment, high gender gaps and high disparities; countries affected by HIV/AIDS; LDCs and countries with low birth registration

Key result area 3: Improve educational quality and increase school retention, completion and achievement rates			
Organizational target	*Indicators*	*Areas of cooperation*	*Coverage focus*
7. Increase proportion of grade 1 cohorts (especially girls), who reach at least grade 5 to 90% over the 4-year period 8. Increase by 60% the number programme countries with national quality standards based on "child-friendly" schools or similar/equivalent models 9. Increase by 20% the number of programme countries with standardized tests for measuring learning achievement, linked to the national curriculum	1. Survival rate (cohort flow) to Grade 5 2. No. of programme countries adopting quality standards through models such as "child-friendly" schools for primary education 3. No. of programme countries with standard tests for measuring learning achievement linked to national curriculum	• Support national policies and laws on child labour, early marriage, re-entry policies for young mothers • Support campaigns to prevent school dropout • Improve physical health, cognitive development and learning readiness of children (e.g. through school meals, anaemia and IDD reduction, anti-helminths) • Promote standards for "child-friendly" architecture, equipment and design • Support safe water supply, gender-segregated toilet facilities and hygiene education for primary schools • Develop models to make schools violence-free • Encourage teaching/learning processes to ease transition from home to school • Support child-centred learning for knowledge, skills, attitudes, values and behavioural change (e.g., rights, peace, democracy, management of "risk behaviour") • Support gender-sensitive and age-appropriate life-skills education for children in and out of school, with a strong focus on HIV-AIDS prevention • Improve environment for children with disabilities	All regions and all programme countries, with a focus on LDCs; countries with low-enrolment rates and high gender gaps, as well as countries with a generalized HIV/AIDS epidemic

		• Support inclusive pedagogy for "slow" and "gifted" learners; accelerated learning for over-aged learners • Monitor learning achievements • Build capacities of teachers and their support networks, with attention to gender issues and teachers' status, rights and duties • Build capacities of learners and parents to participate in school governance and for community and student participation in school management • Support codes of ethics for teachers' trust-building with communities • Promote modern technological skills (especially ICT) and appropriate technologies/teaching methods • Provide high-quality, relevant teaching-learning materials and other learning resources • Support education decentralization and capacity-building	

Key result area 4: Restore education in emergencies and post-conflict situations, and help safeguard education systems against the HIV/AIDS pandemic			
Organizational target	*Indicators*	*Areas of cooperation*	*Coverage focus*
10. Fully implement CCCs for early learning and education in declared emergencies 11. Implementation of the ILO Code of Practice on HIV/AIDS and *The World of Work* in the educational systems of 54 countries with generalized HIV/AIDS epidemics	1. % of children affected by the emergency, who have access to safe learning/play spaces 2. % of affected schools reopened, replaced or made operational with trained teachers and adequate supplies (by primary and secondary) 3. Rate of change in priority educational indicators for countries with generalized HIV/AIDS epidemic	• Disaster preparedness planning • Rapid assessment • Sector coordination as appropriate for restoring education activities in partnership with other United Nations agencies and NGOs • **First six to eight weeks:** Set up temporary learning spaces with minimal infrastructure; reopen schools and start the reintegration of teachers and children, with specific focus on girls, by providing teaching and learning materials and organizing recreational activities • **Beyond initial response:** Re-establish and/or sustain primary education for both girls and boys; provide education and recreation kits, basic learning materials and teacher training; promote resumption of quality educational activities; establish community (including water and sanitation) services near schools where appropriate; and contribute to post-emergency rehabilitation and improvement of education systems, as part of national recovery	All emergency-affected countries: conflict/post-conflict and transition, and natural disasters 54 countries currently with generalized HIV/AIDS epidemics; and, in other programme countries, subnational regions with generalized HIV/AIDS epidemics

		• **54 countries with generalized HIV/AIDS epidemic:** Possible measures include, rapid training for replacement teachers; double shifts and other measures to enhance use of capable teachers; planning for ensuring education of orphans and children made vulnerable by HIV/AIDS (e.g., through day-boarding); training of teachers for multiple tasks; drive for HIV prevention in schools	

Key partnerships:

Key results area 1: Bilateral development agencies of donor countries are key partners. UNAIDS, UNESCO, WFP, World Bank, regional development banks; research organizations; HIV/AIDS organizations, Consultative Group for Early Child Care and Development and partners, ADEA, Bernard van Leer Foundation, Child-to-Child Foundation, OMEP, World Forum.

Key results areas 2 and 3: Within 3-axis partnership framework (UNGEI, EFA, FTI) as follows: ILO; UNAIDS, UNESCO/UIS, UNFPA, WFP; World Bank and regional development banks; NGOs, CBOs (including faith-based groups); teachers' organizations.

Key results area 4: Humanitarian assistance agencies and development partners (OCHA, UNDP; UNHCR, WFP, ILO; UNESCO, NGOs, CBOs) and networks (including INEE, IASC); HIV/AIDS partners, UNDG, ECHA, ECPS, United Nations peace-keeping missions; World Bank, regional development banks, OECD/DAC; private sector.

Focus area 3: HIV/AIDS and children

Strategic Intent — To put young children and adolescents at the centre of the HIV/AIDS agenda and build the capacities of Governments to halt and begin to reverse the spread of HIV/AIDS among children up to the age of 18 years.

Priority Goal — Millennium Development Goal 6: Combat HIV/AIDS Target 7: Halt by 2015 and begin to reverse the spread of HIV/AIDS

Related Goals and Commitments: Goal 1 — Eradicate extreme poverty and hunger; Goal 2 - Achieve universal primary education; Goal — Promote gender equality and empower women; Goal 4 — Reduce child mortality; Goal 5 — Improve maternal health. *A World Fit for Children*: Combating HIV/AIDS

Key result area 1: Reduce the number of paediatric HIV infections; increase the proportion of HIV-positive women receiving ARVs; increase the proportion of children receiving treatment for HIV/AIDS

Organizational target	*Indicators*	*Areas of cooperation*	*Coverage focus*
1. No. of new paediatric infections reduced by at least 40%[9] 2. Ensure at least 80% of HIV-positive pregnant women receive ARVs for PMTCT 3. In collaboration with WHO "3 by 5" initiative and others, strengthen government capacities to ensure that the ratio of adults receiving ARVs matches the gender distribution of the epidemic in different regions 4. In collaboration with WHO "3 by 5" initiative, strengthen government capacities to ensure that at least 15% of people receiving ARVs are children	1. Proportion of HIV-positive pregnant women receiving ARVs for PMTCT 2. Proportion of HIV-infected women receiving ARV therapy for their own infection 3. Proportion of HIV-infected children receiving ARV therapy	• National efforts to coordinate and implement accelerated expansion of coverage, sustained uptake and improved efficiency of interventions die PMTCT • Actions to improve access of children living with HIV/AIDS to quality care, support and treatment, including through procurement services • Access of HIV-positive mothers to care, support and treatment through PMTCT-Plus services and child-care points, including through procurement services • Gender-sensitive programme communication to strengthen community-driven demand for services, including treatment preparedness and literacy	54 countries currently with generalized epidemics (prevalence > 1% in the general population); and in countries with concentrated epidemics, focus on linkages to primary prevention and the promotion and support of universal access to treatment, care and support

		• Improved access to and management of drug and diagnostic supplies, including paediatric formulations and early infant diagnosis, including through procurement services • Advocate lower prices for Polymerized Chain Reaction test kits for HIV diagnosis and for paediatric formulations	

Key result area 2: Increase the proportion of children orphaned or made vulnerable by HIV/AIDS receiving quality family, community and government support			
Organizational target	*Indicators*	*Areas of cooperation*	*Coverage focus*
5. In 54 countries currently with generalized epidemics, increase to at least 30% the proportion of children orphaned and made vulnerable by HIV/AIDS who are receiving care, support and protection	1. Ratio of school attendance of orphans to school attendance of non-orphans aged 10-14 years, disaggregated by sex (MDG indicator 20) 2. Proportion of children orphaned and made vulnerable by HIV/AIDS[10] receiving free basic external support[11]	• Scaled-up actions to strengthen capacity of duty-bearers to care for, support and protect children orphaned or made vulnerable by HIV/AIDS, prolong parents' lives and improve their livelihoods • Development of gender-sensitive norms and standards, capacities and mechanisms to protect the rights of children affected by HIV/AIDS • In collaboration with partners, support integration of quality care and support for children affected by HIV/AIDS into national and subnational policies, plans, services and development instruments, and into rapid assessments in emergency situations • Promote successful innovations to provide equitable access to essential services and protection for all children, with a priority focus on children orphaned or made vulnerable by HIV/AIDS and including linkages with home-based care • Dissemination of lessons learned to expand knowledge and evidence based programming • Support use of the National Policy and Planning Effort Index for Orphans and Vulnerable Children	Priority to action in 54 countries currently with generalized epidemics

Key result area 3: Reduce adolescent risks and vulnerability to HIV/AIDS by increasing access to and use of gender-sensitive prevention information, skills and services			
Organizational target	*Indicators*	*Areas of cooperation*	*Coverage focus*
6. In countries with adult prevalence below 5%, develop (by 2007) and implement a comprehensive prevention strategy for adolescents most at risk 7. In countries with adult prevalence above 5%, at least 60% of adolescents, both in and out of school, have correct information and relevant skills and services to reduce their risk and vulnerability to HIV 8. In all countries, at least 30% of adolescents (10-18) years, both in and out of school, have correct information and relevant skills and services to reduce HIV risk and vulnerability 9. In all emergency-affected countries, HIV/AIDS risks and vulnerabilities to be included in rapid assessments and, where relevant, programme responses	1. % of males and females aged 15-24 years (with sub-analysis for 15-19 year-olds) with comprehensive correct knowledge of HIV/AIDS. (MDG indicator 19b) 2. % of males and females aged 15-19 who had sex before the age of 15 3. Prevalence of condom use at last high-risk sex for males and females, 15 to 24 years of age (MDG indicator 19a)	• Data-driven development of legislative measures, policy instruments and strategies for programmes on children, adolescents and HIV/AIDS, with special attention to the disproportionate and specific vulnerabilities of young women and girls and the roles of men and adolescent boys • Advocacy, communication and social mobilization to promote a protective and enabling environment and strengthen measures to prevent or reduce stigma and discrimination; vulnerabilities associated with high-risk behaviour; and gender inequalities, gender-based violence and gender stereotyping • Interventions to facilitate the participation of adolescents, including those who are especially vulnerable and marginalized, in HIV prevention forums and activities • In collaboration with and complementary to the work of UNFPA, WHO, UNODC and other partners, support national and subnational programmes to provide age-relevant, gender-sensitive sexual and reproductive health information, skills and services to reduce child and adolescent risk and vulnerability to HIV. UNICEF supports balanced and	Strategies will be region- and country-specific and responsive to underlying key determinants, age and gender characteristics, stage of the epidemic and programmatic and financial contribution of other partners

		comprehensive prevention strategies which promote abstinence, faithfulness, partner reduction and consistent condom use through school- and community-based life-skills based interventions; peer education and outreach; "adolescent-friendly" health services, voluntary and confidential counselling and testing, outreach and referral; mass media and interpersonal communication interventions. All of these provide relevant information and education on sexuality, reproductive health, parenthood, substance abuse, the prevention and treatment of STIs, as well as other evidence-based measures to reduce adolescent risk and vulnerability to HIV infection. UNICEF also supports the provision of post-rape care and post-exposure prophylaxis in emergency situations in countries with generalized epidemics • Age- and sex-disaggregated assessment and analysis of risks and vulnerabilities to HIV infection of adolescent girls and boys between the ages of 10 and 18 years in countries with emerging/generalized epidemics • Increase awareness by UNICEF and partner organizations' of the *IASC Guidelines for HIV/AIDS Interventions in Emergency Settings* and build their capacities to implement programmatic responses to HIV/AIDS in emergencies	

Key partnerships: Bilateral development agencies of donor countries are key partners. UNICEF will continue to play a strong role in country-level United Nations Theme Groups, joint programming on HIV/AIDS and the roll-out of the "Three Ones".[12] UNICEF will also strengthen its role in leveraging resources and results from the Global Fund, the World Bank Multi-country HIV/AIDS programme for Africa, the United States President's Emergency Plan for AIDS Relief, PRS, SWAps and bilateral agencies for national programmes on Children and HIV/AIDS. Children and adolescents will become increasingly important partners in programming and implementation.

UNICEF places high priority on its role as a cosponsor of UNAIDS, the main partner for all Key Result Areas, including ongoing interaction and collaboration with other cosponsors and the UNAIDS secretariat.

Global Campaign for Children and AIDS: Many UNICEF country and regional offices, headquarters divisions, and National Committees will play a major role in this Campaign, which aims to mobilize a wide range of partners in raising additional resources to support countries in reaching children orphaned or made vulnerable by HIV/AIDS.

Inter-Agency task teams and working groups on HIV/AIDS: UNICEF will continue engagement in forums convened by UNFPA (Young People and HIV), UNESCO (Education), UNODC (HIV Attributed to Injection Drug Use and Within Prison Settings) as well as those convened by UNICEF (PMTCT and Children and AIDS). These mechanisms help coordinate and harmonize the work of UNAIDS cosponsors and other leading players and address gaps in programme knowledge.

UNAIDS Reference Groups: UNICEF will continue to play an active role in the groups on monitoring and evaluation and estimates and projection.

Other vital partnerships: Technical Support Group on HIV Prevention Planning, Global Youth Coalition on AIDS, and the Global Partners Forum on Children and AIDS, convened by UNICEF and the World Bank.

Focus area 4: Child protection from violence, exploitation and abuse

Strategic Intent — To place the protection of children from violence, exploitation and abuse more prominently on the development and humanitarian agendas of Governments, and make the protective environment more effective for all children.

Priority Goal: Millennium Declaration (especially Section VI).

Related Goals and Commitments: MDGs 1, 6, and 8; Convention on the Rights of the Child and its Optional Protocols; Convention on the Elimination of Forms of Discrimination against Women and Beijing Declaration and Platform of Action; Protocol to Prevent, Suppress and Punish Trafficking in Persons; ILO Conventions 138 and 182; *A World Fit for Children*: Protecting against abuse, exploitation and violence. Stockholm Declaration and Agenda for Action and Yokohama Global Commitment; Geneva Conventions on International Humanitarian Law and additional protocols, the Rome Statute of the International Criminal Court; United Nations guidelines and standard minimum rules related to juvenile justice; Convention on the Prohibition of the Use, Stockpiling, Production, and Transfer of Anti-Personnel Mines and on their Destruction

Key result area 1: Government decisions are influenced by increased awareness of child protection rights and improved data and analysis on child protection

Organizational target	*Indicators*	*Areas of cooperation*	*Coverage focus*
1. At least 80 countries have disaggregated baseline data available on key child protection indicators 2. At least 70 countries include disaggregated key child protection data in national development plans and reports to treaty bodies 3. Conflict-affected countries monitor and report on the protection of children	1. No. of country programmes that have undertaken gender analysis of key child protection issues 2. No. of countries that have disaggregated baseline data available on key child protection indicators 3. No. of countries that include data on key child protection indicators in national development plans and treaty body reports 4. Proportion of conflict-affected countries monitoring and reporting violations of child protection rights	• Routine and systematic data collection and analysis on key child protection indicators • Develop information systems on child protection • Promote reporting on key indicators to policymakers, general public and regional and international monitoring mechanisms • Strengthen capacities of UNICEF staff and partners (including children and adolescents) to conduct analysis and apply data and research on child protection • Conduct rapid assessment of protection issues related to children and women in emergencies	LDCs, low- and middle-income countries, and industrialized countries for some indicators Low-income and lower-middle income countries and countries preparing for UNDAFs and/or conducting DHS and MICS Emergency-affected countries. On monitoring and reporting, particularly countries affected by armed conflict

		• Facilitate or strengthen monitoring mechanisms through government and civil society in emergencies and regular situations and advocate against, report and communicate on abuse, violence and exploitation	

Key result area 2: Ensure effective legislative and enforcement systems and improved protection and response capacity to protect children from violence, exploitation and abuse, including exploitative child labour			
Organizational target	*Indicators*	*Areas of cooperation*	*Coverage focus*
4. At least 90 countries implement gender-sensitive programmes to strengthen institutional protection and response capacities against abuse, exploitation and violence and/or exploitative child labour 5. Institute follow up actions on United Nations Study on Violence against Children at country level 6. Countries with high prevalence implement programmes to end harmful traditional or customary practices such as child marriage and/or FGM/C	1. No. of countries that have signed/ratified Optional Protocol 1 to Convention on the Rights of the Child 2. No. of countries that implement programmes to strengthen institutional gender-appropriate protection and response capacities against abuse, exploitation, and violence, including psychosocial support 3. % of women 15-49 years who have been mutilated/cut 4. % of women 15-49 years with at least one mutilated/ cut daughter 5. % of women 20-24 years who were married or in union before they were 18 6. No. of countries that lift reservations on CEDAW articles 16 (1) a&b and (2) and CRC Article 24 (3) 7. % of children aged 5-14 years involved in child labour	• Identify and strengthen evidence base on effective, gender-sensitive, rights-based approaches to address abuse, exploitation and violence against children • Contribute to, disseminate findings and follow-up of United Nations Study on Violence against Children • Strengthen networks of partners to address attitudes and practices based on gender analysis related to abuse, exploitation and violence • Strengthen institutional capacities of child protection systems to address abuse, violence (including in schools and for psychosocial support) and exploitation in a gender-sensitive way • Support the development/ implementation of policy and legislation in line with international standards • Advocate for increased resources and improved accountability mechanisms and systems for service delivery • Advocate and promote participation of children and young people to prevent, monitor and develop support groups to tackle abuse, violence and exploitation, with special emphasis on equitable participation of girls and young women	All regions and countries in both developed and developing regions follow-up the United Nations Study on Violence against Children Primarily in low- and lower-middle income countries 30-50 programme countries to assess potential for scaling-up Countries with high risk or prevalence of trafficking and/or sexual exploitation of children Countries with significant FGM/C, child marriage prevalence, including as a result of immigration Countries with high prevalence of exploitative child labour

		• Support specific advocacy, awareness and communication approaches to prevent and address child sexual abuse, exploitation and child trafficking • Support advocacy, awareness-building and communication to prevent/address FGM/C • Support advocacy, policy and communication to delay child marriage in identified countries • Advocate for and support development of gender-sensitive policies and mechanisms for effective measures against exploitative child labour • Support rehabilitation and social integration of girls and boys removed from exploitative child labour via free basic education and/or alternative education	

Key result area 3: Better protection of children from the impact of armed conflict and natural disasters (as per CCCs)			
Organizational target	*Indicators*	*Areas of cooperation*	*Coverage focus*
7. Emergency-affected countries and agencies working in emergencies implement gender-sensitive programmes to prevent sexual abuse and exploitation of children and women 8. End the recruitment and use of children in armed conflict and ensure their effective release and reintegration, taking into account gender-based differences in the situation of boys and girls 9. Advocate against use of landmines and coordinate mine-risk education	1. No. of countries that have signed/ratified Optional Protocol 2 to the Convention on the Rights of the Child 2. No. of countries in emergency which implement programmes to prevent sexual abuse and exploitation of children and women 3. No. conflict situations in which children are still being recruited and used in breach of international law	• Raise awareness, strengthen advocacy and capacities to prevent sexual abuse and exploitation of children and women among military, humanitarian workers and others • Prevent recruitment, facilitate release and reintegration of children, based on good practices • Contribute to appropriate training and education on children's rights and protection, gender sensitivity and international humanitarian law to civilian, military and police personnel involved in peacekeeping operations • Coordinate mine-risk education, advocate against the use of landmines and other indiscriminate weapons	Emergency-affected countries

Key result area 4: Children are better served by justice systems which ensure greater protection for them as victims, witnesses and offenders			
Organizational target	*Indicators*	*Areas of cooperation*	*Coverage focus*
10. At least 50 countries demonstrate progress in reducing the use of detention for children in conflict with the law 11. "Child-friendly" and gender-appropriate investigation and court procedures are established or strengthened in at least 30 countries 12. All post-conflict countries reflect international child justice norms and standards in relevant laws and policies	1. No. of children in detention/ 100,000 children 2. Average length of time spent in detention by children in conflict with the law 3. No. of countries which use child-friendly and gender - appropriate investigation and court procedures 4. No. of post-conflict countries where child protection is addressed in amnesties, truth and reconciliation mechanisms and war crimes tribunals	• Legal and policy reform for the incorporation of child justice standards • Institutional capacity-building of law enforcement, justice and social welfare sectors in support of improved justice for children • Establishment of diversion programmes • Increase public awareness, dialogue and support for child justice	1. Low-income countries with good governance structures and middle-income countries where reforms not yet started 2. Low- and middle-income countries 3. Increase coverage in low- and middle-income countries; initiate in LDCs and post-conflict countries 4. All programme countries

Key result area 5:[13] Children and families identified as vulnerable are reached by key community and government services aimed at reducing their marginalization			
Organizational target	*Indicators*	*Areas of cooperation*	*Coverage focus*
13. At least 50 countries have improved systems for identification, monitoring and support to at-risk families and children 14. At least 60 programme countries have improved systems for the provision of alternative care, including standards, policies and systems and capacity for implementation and monitoring 15. At least 40 countries have increased the number of social workers and the quality of training 16. All programme countries with less than 60% birth registration rate ensure free and compulsory registration of births with focus on excluded communities and groups 17. All emergency-affected countries implement registration, tracing, interim care and reunion for separated children, establishment of "child-friendly" spaces and provision of psychosocial support	1. No. of children per 100,000 living in residential care 2. No. and proportion of children not living with their parents 3. % of identified vulnerable households receiving free external support (see HIV/AIDS indicators) 4. % of vulnerable children demonstrating improved psychosocial well-being 5. Existence of policies on alternative care in line with international standards/good practices 6. % children identified as vulnerable whose births have been registered within 30 days after birth 7. % of separated children in emergencies reunified or placed in alternative care arrangements	• Development, capacity-building and support for community, NGO or government-targeted social safety nets aimed at reducing child vulnerability • Support for community-based social services and communication approaches for reducing vulnerability and stigmatization of at-risk children and families • Advocacy, capacity-building and implementation support for improved birth registration, especially of vulnerable groups • Capacity-building of social work/social welfare sector to enhance the availability and quality of gender-appropriate services for vulnerable children and families, including psychosocial support • Legal/policy development and capacity-building to support improved practices in alternative care and protection of children and women from property dispossession and other forms of discrimination • Support registration, tracing, interim care, psychosocial support and reunion for separated and unaccompanied children in emergencies	All programme countries All programme countries Low-income countries Identified programme countries All programme countries Emergency-affected and post-conflict countries

Key Partnerships: Bilateral development agencies of donor countries are key partners. Strategic partnerships will be built with United Nations agencies, country teams, IFIs, regional development banks to raise awareness of the linkages between child protection and positive development outcomes. Partners in developing/strengthening data collection and systems will include United Nations agencies (UNODC, ILO, United Nations Statistical Office), the World Bank, national statistical offices and research institutions. Civil society and human rights organizations, regional and national human rights mechanisms, intellectual leaders and media will be partners in breaking the silence, raising awareness and influencing public opinion.

Study on Violence against Children: UNICEF, WHO and the UNHCHR will be the partners in this study; regional networks developed during the consultation processes will be partners in follow-up to the study's recommendations. Political and religious leadership will be partners in promoting attitude change, and youth associations/groups, women's associations, faith-based organizations, professional associations etc. for social mobilization.

Emergencies: Close collaboration will continue with ICRC, UNHCR, United Nations Mine Action Service, CDC, international NGOs and IRC. UNICEF will work primarily with United Nations agencies and international NGOs at the global level, through inter-agency mechanisms to prepare joint guidelines and resource materials on various child protection issues.

Legislative initiatives and advocacy: At the global level, UNICEF will work primarily with the IPU; Regional inter-parliamentary conferences and opportunities to interact with national parliaments on child protection will be used for advocacy.

United Nations Agencies: At regional and country level, UNICEF will strengthen partnerships with UNODC for joint efforts in the area of bilateral, multilateral or subregional agreements on cross border trafficking; with ILO and the World Bank on child labour for joint advocacy in favour of ratification of international instruments and action plans and strategies for implementation. Partnership with youth organizations and networks will help to ensure relevance of plans and interventions, and partnerships with the private sector will focus mainly on promotion of the Code of Conduct on prevention of sex tourism.

Justice issues: UNICEF will continue partnerships with United Nations agencies, IRC, IFIs and international NGOs at the global level, including the Inter-Agency Coordination Panel on Juvenile Justice. At the regional and country levels, UNICEF offices will also seek partnership with United Nations agencies, particularly UNODC on juvenile justice.

National and international NGOs and civil society organizations: Ongoing partnerships are planned to develop common advocacy positions and campaigns to promote appropriate care for children without parental care, including through the Better Care Network, whose secretariat UNICEF will host. Support from the World Bank, UNDP, WFP, regional banks and key bilateral donors will be sought to improve resource allocations and build capacities of ministries of social welfare or similar bodies, to support them to fulfil their mandate and accountabilities.

Focus area 5: Policy advocacy and partnerships for children's rights

Strategic Intent: Governments, CSOs, parliamentarians and other partners at national and international levels work together to develop and implement social and economic policies, legislative measures and budgetary allocations that advance the realization of children's and women's rights and gender equality.

Primary Reference: **Convention on the Rights of the Child**, particularly Articles 42 (principles and provisions of the Convention are to be made widely known to children and adults alike); 12 (the child who is capable of expressing his or her own views shall have the right and be accorded the opportunity to express them freely), 4 (States parties commit to undertake all appropriate legislative, administrative and other measures for the implementation of the rights recognized in the Convention) and 2 (emphasis on non-discrimination).

Related Goals and Commitments: Goal 1: Eradicate extreme poverty and hunger; Goal 8: Develop global partnerships for development; Convention on the Elimination of All Forms of Discrimination against Women particularly Article 2 (defining the principle of discrimination, and complementing Article 2 of the Convention on the Rights of the Child); Millennium Declaration: Especially paragraphs: I.2, (recognizing "a collective responsibility to uphold principles of human dignity, equality and equity at the global level [and] … a duty to all the world's people, especially the most vulnerable, and in particular the children of the world …"); V.25 (ensuring governance processes that allow for genuine participation by all citizens, including children … and young people), and III. 20. (whereby it is resolved "To promote gender equality and the empowerment of women as effective ways to combat poverty, hunger and disease and to stimulate development that is truly sustainable"); Convention on the Rights of the Child: Articles 13 (right to freedom of expression), 15 (right to freedom of association), and 17 (right to access information and to the media) in relation to the promotion of child participation.

1. Key result area 1: Collect and analyze strategic information on the situation of children and women

Organizational target	*Indicators*	*Areas of cooperation*	*Coverage focus*
1. Support the compilation of up-to-date data, information and knowledge on children and women 2. Support the disaggregation of data to reflect existing disparities and to focus on marginalized populations 3. With partners and through improved internal knowledge-management systems, establish knowledge banks facilitating access to data on children and women	1. No. of countries with national household survey data collected within preceding 5 years covering at least 70% of set of key indicators and based on established variables for disaggregation 2. No. of countries using *DevInfo* for monitoring and reporting 3. No. of UNICEF offices in emergency/conflict-affected countries reporting violations of children's rights, as per the Secretary General's Bulletin ST/SGB/2003/13	• Support monitoring of Millennium Declaration/ MDGs • Develop tools and support capacities in national statistical agencies for sex- and age-disaggregated data collection, routine information systems, opinion polls and other monitoring and reporting systems on children's and women's rights	All countries and regions (including industrialized countries for some indicators)

4. Support quality, timely national reporting on the Convention on the Rights of the Child and Convention on the Elimination of All Forms of Discrimination against Women	4. No. of UNICEF offices with information/ knowledge management systems developed and in use (including internet site, intranet site, access to external databases, access to e-journals, library and records management systems) 5. (a) No. of country programmes supporting the CRC and EDAW reporting processes; (b) No. of country programme documents submitted to the Executive Board which make reference to concluding observations of the Committee on the Rights of the Child and the Committee on the Elimination of Discrimination against Women (as available) and which include activities to support their implementation	• Support analysis of data trends and disparities among children and women, at country, regional and global levels, including children with disabilities • Support knowledge acquisition, management, access, sharing and use; promote knowledge culture in UNICEF • Facilitate consultation at local and national levels, including children and women, to develop reports to the Committee on the Rights of the Child and the Committee on the Elimination of Discrimination against Women • Support MICS, children's modules in DHS, census and other data collection systems • Support dissemination of aggregated and disaggregated data on children and women, including children with disabilities • Further develop, update and disseminate *DevInfo* databases with the United Nations system, including an emergencies module • Support development and use of national databases for PRSs and the two Conventions	All countries and regions (including industrialized countries for some indicators)

		• Production of reports using data and analyses at national, regional and global levels to help identify gaps for budgeting, programming and achievement of Millennium Declaration/MDGs	

Key result area 2: Research and policy analysis on children and women			
Organizational target	*Indicators*	*Areas of cooperation*	*Coverage focus*
5. With partners, generate and disseminate high-quality research and analysis addressing the implications of international policy frameworks, national legislation and public policies for the rights of women and children	1. No. of countries with regularly updated analyses of the realization of child and women's rights and of the impacts of policies on children and women 2. No. of countries and regions generating thematic analyses (e.g., on poverty, disparities, disabilities, economic or humanitarian crises affecting MDG outcomes) using a human rights and gender analysis framework 3. No. of countries with State/CSO jointly-managed budget analysis and monitoring systems to promote improved resource allocations for the progressive realization of children and women's rights, and for the promotion of gender equality 4. No. of global thematic studies and reports (including *The State of the World's Children*, Innocenti Research Centre reports) 5. An analytical and policy framework harmonizing economic principles with those of human rights and gender equality, developed and tested	• Support and contribute to global and regional analyses, national plans, reporting on CRC/CEDAW and related policy frameworks • Support to national emergency preparedness and response plans which integrate children's and women's issues • Support comprehensive research and analysis of the realization of children's and women's rights, vulnerability analysis, causes of underlying trends and disparities (including gender) at various levels of duty-bearers • Identify knowledge gaps, undertake/support research and develop position papers and publications on themes and emerging issues of concern (with emphasis on marginalized children, the poorest families and conflict prevention and response) • Support partners to analyze the impacts on children, women and gender equality of current and proposed policies, budgets and legislative and administrative reforms	All countries and regions (including industrialized countries for some themes) Selected countries, all regions and globally

		• Identify and develop policy/legislative options and recommendations, based on human rights principles, cross-country comparative analysis of public policy, national, regional and global best practice • Prepare periodic syntheses, studies and public advocacy reports including *The State of the World's Children* • Build capacities, including in UNICEF, for research and policy analysis relevant to children and women; implement a knowledge management strategy to support this capacity	Global and regional levels; progressive development in all countries

Key result area 3: Policy advocacy, dialogue and leveraging			
Organizational target	*Indicators*	*Areas of cooperation*	*Coverage focus*
6. Leverage knowledge and resources for children and gender equality through policy advocacy and dialogue with key decision makers at all levels, in partnership with other concerned agencies and organizations. Based on the evidence and analysis generated, promote improved resource allocations and enhanced investments for children 7. Where appropriate, propose and provide UNICEF procurement services to relevant partners to support the allocation of national and international funds with priority for children and to help ensure that essential commodities purchased for children and their families offer a high value	1. No. of countries by 2007 carrying out reforms which address the major gaps in the legislative, policy and institutional environment for children, women and gender equality, as identified in UNICEF-supported recent analyses 2. No. of countries with PRS and/or national development and/or transition plans which address key challenges for children, women and gender equality, as defined in UNICEF-supported recent analysis 3. No. of references to UNICEF publications in major policy journals, books and reports 4. No. of countries using UNICEF procurement services to procure supplies for children and their families	• Provision of evidence-gathering, research, analysis and international good practice on children's and women's rights and gender equality, to international forums, and national planning, implementation and monitoring processes (including PRSs, SWAps and post-conflict transition plans)	All countries and regions, including industrialized countries
		• Support to participatory policy advocacy networks to influence national, regional and global debates in order to promote attention and increase resource allocations	All countries and regions, including industrialized countries
		• Development of civil society and national institutional capacity for budget monitoring, and monitoring, reporting and communication on the Convention on the Rights of the Child and the Convention on the Elimination of All Forms of Discrimination against Women	
		• Civic education and communication strategies to promote gender equality, peaceful resolution of conflict, democratic dialogue and respect for human rights	All countries and regions, with particular attention to those in post-conflict transition and conflict situations
		• Promote awareness and consideration of procurement services with government and other partners (e.g., regional and international financial institutions and global funds)	

Key Result Area 4: Enhanced participation by children and young people			
Organizational Target	*Indicators*	*Areas of cooperation*	*Coverage focus*
8. Support partners to enable the opinions and views of girls and boys to be taken into account in the creation and implementation of policies and programmes that affect their lives in accordance with their evolving capacities, including in situations of conflict and crisis	1. No. of countries in which children's views are systematically sought (e.g., through opinion polls or other representative surveys; focus group discussions conducted with girls, boys and young people, especially in marginalized situations) and disseminated 2. No. of countries with institutionalized mechanisms at local/subnational/national levels for sustained engagement of children and young people in policy development and/or programme implementation 3. No. of countries where adolescent girls and boys participate in the CRC/CEDAW reporting processes	• Solicit data/information from children and young people on issues affecting their lives • Raise awareness and promote positive attitudes and practices in families, schools and communities on children's and adolescents' rights to participation in accordance with their evolving capacities, including attention to ethical standards and processes and issues of gender equality • Support the integration of children's participation as a regular feature in local institutions, with special focus on girls • Promote opportunities for equal participation of girls and boys and young people in design and implementation of policies, especially in poverty and crisis situations and addressing disabilities	All countries and regions All countries All countries

Key Partnerships: Bilateral development agencies of donor countries are key partners. Within the context of the CCA/UNDAF and national policies, UNICEF will support knowledge-generation, national and international debate and dialogue among a broad range of governmental and civil partners on economic, social and cultural issues relevant to the realization of children's and women's rights, with a special focus on institutions and groups representing decision makers, those who influence public opinions and beliefs, those who advise on economic and social policies and budgets, and those who are the voice of society, children and young people.

Strategic partners at the national level include governmental agencies and institutions, parliamentarians, academic and research institutes, media, NGOs, community-based professionals and CSOs, women's organizations (including children's and young people's networks), UNCTs and the World Bank.

Strategic partners at the regional level include regional bodies, intergovernmental organizations, NGOs and research/policy networks.

At the international level, UNICEF will continue to work closely with, and expand its partnerships with, other United Nations agencies, the Committees on the Rights of the Child and the Committee on the Elimination of Discrimination against Women, the World Bank and other IFIs, international NGOs and policy and research institutions in all regions.

Alliances will be strengthened with global movements and campaigns that aim to reduce poverty, promote social justice, gender equity and the Millennium Declaration/MDGs.

[1] Interventions provided by facilities and/or outreach services.
[2] Vaccination coverage refers to all antigens given to children under one year of age, and for measles vaccine up to two years of age, as well as pregnant women as outlined by the national schedule. In the case of newly introduced vaccines, they should have been introduced at least for five years.
[3] This includes 42 countries which account for some 90% of all under-five deaths (base year, 2000) and 42 countries with the highest U5MR (overlapping categories).
[4] See note above.
[5] With universal coverage by 2015 as the long-term target.
[6] The content of these packages will be evidence-based and adapted to the local epidemiology.
[7] As defined in *Guide to Monitoring and Evaluation of the National Response for Children Orphaned and Made Vulnerable by HIV/AIDS*, UNICEF and partners, February 2005.
[8] With universal coverage by 2015 being the long-term target.
[9] UNAIDS 2004 baseline: 640,000.
[10] As defined in *Guide to Monitoring and Evaluation of the National Response for Children Orphaned and Made Vulnerable by HIV/AIDS*, UNICEF and partners, February 2005.
[11] This indicator will also be used in emergency situations.
[12] "Three Ones": One national plan, one coordinating mechanism and one monitoring and evaluation framework in each country.
[13] This key result area aims to enhance the availability and quality of community protection mechanisms and social welfare services which serve vulnerable groups, including orphans, children affected by AIDS, children with disabilities, ethnic minorities and others as identified locally.

Annex II

Integrated Monitoring and Evaluation Framework

1. The Integrated Monitoring and Evaluation Framework (IMEF) focuses on information needs required to manage the MTSP and assess its overall success. The need for a coherent overall approach to monitoring and evaluation reflects the complex and integrated nature of the MTSP and the need to strengthen strategic management accountability. The IMEF also incorporates high-priority research themes in view of the important role of research in learning, programme development and advocacy.

2. Other sections of this MTSP address related monitoring, evaluation and research themes in more detail than this annex. The individual focus areas in chapter IV contain specific emphases on research and learning related to their respective key results. In addition, cross-cutting strategies of results-based management, knowledge management and evaluation address management roles and results-based targets for these functions.

IMEF components

3. **Measuring key results achievements**. Indicators are included in the results matrices in annex I which relate to the key results and organizational targets. Whenever possible, these will measure impact for children and families using the Millennium Development Goal indicators and other globally-collected data that are expected to be available. Since much of this data will be available at multi-year intervals, derived for example from periodic household surveys, some elements of this reporting will occur at the mid-term stage or end of the MTSP period, or annually where feasible.

4. **Monitoring programme progress.** The Executive Director's annual report will continue to be the main report to the Executive Board on MTSP progress, focusing on the targets listed in the matrices. Both financial information and qualitative and quantitative indicators will be included. The latter categories will be collected mainly through the annual reports of UNICEF country offices.

5. **Evaluation, global monitoring and research priorities.** Table 1 below provides selected global priorities. Regional priorities will be developed by each regional office. The range of country-level monitoring, evaluation and research efforts will continue to be presented through evaluations at the country programme level, on the UNICEF website and through examples reported to the Executive Board as part of annual reporting. Country-level evaluation and research activities will also be examined during evaluations of global priorities.

6. **Key performance indicators (KPIs)** have been developed for monitoring of organizational performance in operational areas and for the cross-cutting strategies. These will also help UNICEF to assess the strength of systems and human capacities. For each KPI, baselines and targets are or will be set and progress towards achievement will be monitored. Data for most KPIs will be available annually, or in some cases more frequently (see table 2 below).

Management

7. The IMEF will be jointly managed by members of the UNICEF Programme Group, including the programme, emergency operations, evaluation, strategic information and strategic planning functions, and the Innocenti Research Centre. In addition to overseeing plan fulfilment, managers may make adjustments in monitoring, evaluation and research priorities as conditions evolve and reviews are conducted of these functions. Joint evaluations with partners and independent external consultants will be employed to ensure the objectivity of major evaluations.

Table 1
Selected global monitoring, evaluation and research

Category	Scope or time frame	
Global reporting or monitoring efforts: Special or recurrent efforts requiring major resources and that impact on policies of UNICEF, Governments or other development partners	**Support to States Parties or multilateral reports** 1. MDG reports (periodic) 2. CRC reports (periodic) 3. EFA monitoring (periodic) 4. Reports on follow-up to Special Session on HIV/AIDS (annual) 5. Economic and Social Council resolution 2004/4 on gender mainstreaming (2006-2007)	**UNICEF-led data collection or review efforts** 1. MICS (estimated 75 over MTSP period) 2. MTR of *A World Fit for Children* global commitments (2006-2007) 3. MTR of the MTSP (2008)
Programmatic evaluations: To determine if a programming strategy central to MTSP success has an evidence basis of impact or is being implemented with high levels of effectiveness; using well-developed examples of UNICEF programming in a range of countries	**2006-2007** 1. Evaluate the UNICEF contribution to improving infant and young child feeding, including the Baby-Friendly Hospital Initiative (focus area 1) 2. Quality assessment of community ECD centres (focus area 1) 3. Impact of child-friendly schools (focus area 2) 4. Life-skills education and HIV/AIDS transmission (focus area 3) 5. Impact of psychosocial support in emergencies programming (focus area 4) 6. Impact of children's participation on UNICEF policies/programming (focus area 5)	**2008-2009** 1. Impact of vitamin A supplementation impact (focus area 1) 2. UNICEF contribution to outcomes on newborn children (focus area 1) 3. Education response in emergencies and transition (focus area 2) 4. Sustainability of child marriage and FGM/C interventions (focus area 4) 5. Impact of UNICEF advocacy on legislative reform/child-friendly budgeting (focus area 5)
Research themes: Knowledge-building efforts important for developing effective future strategies; will include rigorous efforts to assess lessons learned by other partners	1. Parenting programming effects (focus area 1) 2. Impact and systemic requirements of of school fee abolition (focus area 2) 3. Impact of suppressive ARVs on breastfeeding (focus area 3) 4. How child protection is reflected in national development plans (focus area 4) 5. Methods to measure advocacy impact (focus area 5)	1. Preventing young child injuries (focus area 1) 2. Educational delivery models for the hard-to-reach (focus area 2) 3. ARV impact on perceived risk to HIV among adolescents (focus area 3) 4. Focus on child protection in national budget (focus area 4) 5. Adolescent participation in crisis settings (focus area 5)

Corporate-level topical or operational effectiveness evaluations: To determine if a cross-cutting programming theme is successful or if the organization is internally efficient; requires well-developed set of examples from lengthy corporate engagement	1. UNICEF participation in budget processes for children (SWAps, PRS) 2. Effectiveness of child-to-child programmes 3. Corporate performance in gender mainstreaming 4. Corporate performance in humanitarian response 5. UNICEF human resource management 6. The UNICEF supply function 7. UNICEF programme management guidelines/procedures/systems	1. Impact of UNICEF tsunami recovery programming 2. UNICEF and joint programming (incl. within the United Nations reform context) 3. Efficiency in going to scale from pilot interventions 4. Linking social policy/support systems to family empowerment 5. UNICEF management information systems 6. Decentralization and the regional office role in UNICEF 7. UNICEF and partnerships to leverage resources for children

Table 2
Key performance indicators for the MTSP 2006-2009

KPIs	Baseline or plan/date for setting value	Target (2009 unless stated)
Human resources		
Maximum % of funded IP posts vacant at any time in the year	March 2005: 11%	Max. 7% at any time
% of recruitment (closing date to offer letter) for regular and emergency posts completed in under 30, 31-60, 60-90, over 90 days	2004 average (days): a. regular: 92 b. emergency: 78	a. regular posts <90 days: 100% b. emergency: TBD
% staff indicating a sense of well-being in different functional areas	Survey due 2006	TBD
% PERs signed by all 3 parties by February of the following year	2003 (2002 PERs): 59%	100%
% total staff costs spent on learning and staff development	2004: 1.4%	2007: 2% ; 2009: 3%
% staff who spent more than 10 working days on planned learning	36% in 2004	50%
Average composite score and range of scores on 6 principles of United Nations Organizational Learning Framework	2004: 5.2 out of 10 Range from 4.8 to 6.1	Avg. score of 6.5 None <5.5
Number of staff successfully completing Basic, Programme Excellence and the Leadership and Management Learning Programmes	Baselines TBD 2006	Basic: 400/yr; Prog. Exc.: 300/yr; Mgt.: 150/yr
Finance		
Management/administration/programme support costs: total regular resources and other resources	2004: 19.7%	18.7% as from 2007
% of allocated regular resources for programme expended at end of year	2004: 91%	2009: 95%
% outstanding cash assistance to national partners above nine months	2004: 8%	2009: 5%
Information and communication technology		
ICT cost per employee	To be set 2006-2007	TBD
Global ICT services availability	To be set 2006-2007	95% avail. all services
Supply		
% of programme countries in which UNICEF worked with Government to produce a plan to address shortages of essential commodities	0%	75% of LDCs
US$ value of procurement services at country level	2004: $235million globally	2009: $500 million
Headquarters supply achievement of ISO 9000 in contracting and QA services	Not yet achieved	By end 2007
% orders delivered at port of entry at or within agreed target arrival dates	To be set 2006	80%
% rapid response orders shipped within 48 hours of sales order release	To be set 2006	80%
Programme and programme funding		
% field offices with annually updated Emergency Preparation & Response Plan	2004: 81%	2009: 100%
% of donor reports submitted on time	2004: 62% (est.)	2007: >80%; 2009: 85%

KPIs	Baseline or plan/date for setting value	Target (2009 unless stated)
% new country programme documents referring to observation of CRC/and/or CEDAW Committees	2004: 77%	2009: 100%
% of country programmes for which a gender review & self-assessment undertaken	2005: less than 5%	2007: 30%, 2009: 70%
% of programme funds expended on annual work plans which are jointly financially supported by one or more other United Nations agencies	Monitoring facility available: ProMS 2006	TBD
Policy and Procedure Manual with annually updated developments in United Nations reform, joint programming and emergency preparedness/response	2005: 100%	Annual: 100%
% country programme documents submitted to the Executive Board independently assessed as adequate or better against criteria for "SMART" results	Baseline: 2006	2007 90% 2009 100%
Per-capita contribution to UNICEF compared with GNI per capita and level of regular resources	Ref: 2004 Annual Report	Ref: 2009 Annual Report
Income (millions of US$): Regular resources/other resources-regular/other resources emergencies	2004: 791/796/391	2009: as per MTSP chapter VIII
% of use of standard agreements	2004: 18 standard. agreements for 24 major donors	2009: standard.agreements for all major & new donors
% of total income that is thematic funding	2004: 8%	2009: 15%
Audit and evaluation		
% of audit recommendations closed by 1 July of following year	1 July 2004: 82%	1 July 2009: 90%
% of evaluations with a formal management response	To be established 2006	2009 75%
Evaluations rated as satisfactory or better based on United Nations standards	2004: 67%	2009: 80%

IP — International Professional; TBD — to be determined; PER — Performance Evaluation Review; QA — quality assurance; ISO — International Organization for Standardization; SMART — specific, measurable, achievable, relevant, time-based.

Annex III

Financial medium-term plan: tables and figures

Table 1. UNICEF financial plan: changes from prior plan
(In millions of United States dollars)

	2004	2005	2006	2007	2008	2009
Regular resources income						
2004 medium-term financial plan	765	788	811	839	863	n/a
2005-medium-term-financial plan	791	815	839	869	900	933
Change	26	27	28	30	37	n/a
Percentage change	3	3	3	4	4	n/a
Regular resources programme expenditures						
2004 medium-term financial plan	450	505	530	560	580	n/a
2005-medium-term-financial plan	399	511	520	545	572	599
Change	- 51	6	- 10	- 15	- 8	n/a
Percentage change	- 11	1	- 2	- 3	- 1	n/a
Programme support and management and administration						
2004 medium-term financial plan	259	267	270	280	290	n/a
2005-medium-term-financial plan	256	271	290	302	311	320
Change	- 3	4	20	22	21	n/a
Percentage change	- 1	1	7	8	7	n/a
Other resources income						
2004 medium-term financial plan	920	920	920	920	920	n/a
2005-medium-term-financial plan	1 187	1 490	1 249	1 275	1 301	1327
Change	267	570	329	355	381	n/a
Percentage change	29	62	36	39	41	n/a
Other resources programme expenditures						
2004 medium-term financial plan	940	910	910	910	910	n/a
2005-medium-term-financial plan	944	1 335	1 252	1 216	1 262	1287
Change	4	425	342	306	352	n/a
Percentage change	0	47	38	34	39	n/a
Total income						
2004 medium-term financial plan	1 685	1 708	1 731	1 759	1 783	n/a
2005-medium-term-financial plan	1 978	2 305	2 088	2 144	2 201	2 260
Change	293	597	357	385	418	n/a
Percentage change	17	35	21	22	23	n/a
Total expenditures (includes write-offs and SB reimbursement)*						
2004 medium-term financial plan	1 657	1 690	1 718	1 758	1 788	n/a
2005-medium-term-financial plan	1 615	2 131	2 076	2 077	2 159	2 220
Change	- 42	441	358	319	371	n/a
Percentage change	- 3	26	21	18	21	n/a

These cells represent 2004 actual results against the "2005 medium-term financial plan" rows

* Total expenditure includes the support budget reimbursement and write-offs. These amounts are not included in the RR and OR expenditures above. For details please refer to tables 5 and 6 and the accompanying text

Table 2. UNICEF income projections
(In millions of United States dollars)

	Average	Actual				Plan				
	% last 5 years	2001	2002	2003	2004	2005	2006	2007	2008	2009
Regular resources										
Governments*		351	368	403	438	455	469	483	497	512
Private sector**		164	282	292	292	305	320	336	353	371
Other income		36	59	37	61	55	50	50	50	50
Total, Regular resources		551	709	732	791	815	839	869	900	933
Growth (%)	6	- 2	29	3	8	3	3	4	4	4
Other resources										
(a) Regular										
Governments*		279	343	351	591	470	500	510	521	531
Private sector**		147	149	140	187	125	135	138	141	144
Inter-Organizational Arrangements		13	13	22	18	75	120	123	126	129
Subtotal, Programmes		439	505	513	796	670	755	771	788	804
Growth (%)	13	16	15	2	55	- 16	13	2	2	2
(b) Emergencies										
Governments*		160	203	382	310	380	330	337	343	350
Private sector**		69	34	60	77	430	154	157	160	163
Inter-Organizational Arrangements		6	3	1	4	10	10	10	10	10
Subtotal, Emergencies		235	240	443	391	820	494	504	513	523
Growth (%)	35	18	2	84	- 12	110	- 40	2	2	2
Total, Other resources		674	745	956	1 187	1 490	1 249	1 275	1 301	1 327
Growth (%)	20	17	11	28	24	26	-16	2	2	2
Total Contributions		1 225	1 454	1 688	1 978	2 305	2 088	2 144	2 201	2 260
Growth (%)	12	8	19	16	17	17	-9	3	3	3

* Includes Governments and inter-governmental organizations.

** Includes contributions from UNICEF National Committees, private individuals and corporations, as well as cards and product sales

Table 3. Regular resources: yearly phasing of estimated expenditures

(In millions of United States dollars)

	2005	2006	2007	2008	2009	Beyond 2009	Total recommendations
Field office recommendations							
1. Programme balances available from funds approved in prior years	451	288	201	104	92	1	1 137 [a]
2. Programmes to be submitted to 2005 Executive Board sessions	29	197	147	124	126	125	748
3. Programmes to be prepared for 2006 Executive Board sessions			162	140	132	263	697
4. Programmes to be prepared for 2007 and future Executive Board sessions				168	212	604	984
5. Amount set aside	28	32	32	33	34		
6. Estimated allocation of net income from sale of greeting cards in countries with UNICEF programmes	3	3	3	3	3		
7. Subtotal, programme expenditure	511	520	545	572	599		
Support budget recommendations							
8. Estimated net support budget for 2005	271						
9. Estimated net support budget for 2006-2007		290	302				
Estimated net support budget for 2008				311	320		
Write-offs and Misc. Charges	1	1	1	1	1		
10. Total expenditure*	783	811	848	884	920		

[a] Excluding unspent balance of $30 million subject to cancellation pending final settlement of accounts for old programme cycles and including other allocations made in 2005 which is not reflected in the end of 2004 balances. * Support Budget reimbursements excluded

Table 4. UNICEF financial plan: summary (regular resources and other resources)

(In millions of United States dollars)

	Actual				Plan				
	2001	2002	2003	2004	2005	2006	2007	2008	2009
Income*	1 225	1 454	1 688	1 978	2 305	2 088	2 144	2 201	2 260
Growth (%)	8	19	16	17	17	- 9	3	3	3
Expenditures									
(a) Programme assistance	1 012	1 043	1 227	1 344	1 846	1 772	1 761	1 834	1 886
Growth (%)	14	3	18	9	37	- 4	- 1	4	3
(b) Programme support and management and administration	226	225	242	256	271	290	302	311	320
Growth (%)	6	- 1	8	6	6	7	4	3	3
(c) Write-offs and miscellaneous	8	6	10	6	5	5	5	5	5
Subtotal Expenditure (excluding reimbursement)	1 246	1 273	1 479	1 606	2 122	2 067	2 068	2 150	2 211
(d) Support budget costs/reimbursement	8	7	8	9	9	9	9	9	9
Gross expenditures	1 254	1 280	1 487	1 615	2 131	2 076	2 077	2 159	2 220
Growth (%)	13	2	16	9	32	- 3	0	4	3
Income less expenditures	- 28	174	201	363	174	12	67	42	40
Movements non-cash assets/liabilities	48	8	- 157	13	- 16	- 18	- 19	- 20	- 21
Year-end cash balance									
(a) Convertible currencies	439	620	664	1 036	1 197	1 191	1 239	1 261	1 280
(b) Non-convertible currencies	8	9	7	11	8	8	8	8	8
Total cash balance	447	629	672	1 047	1 205	1 199	1 247	1 269	1 288

*Gross amounts - "Transfer to biennium support budget" are not included which are shown separately as item (d) under expenditures

Table 5. UNICEF financial plan: regular resources

(In millions of United States dollars)

	Actual				Plan				
	2001	2002	2003	2004	2005	2006	2007	2008	2009
Income*	551	709	732	791	815	839	869	900	933
Growth (%)	- 2	29	3	8	3	3	4	4	4
Expenditures									
(a) Programme assistance	380	347	392	399	511	520	545	572	599
Growth (%)	5	- 8	13	2	28	2	5	5	5
(b) Programme support and management and administration	226	225	242	256	271	290	302	311	320
Growth (%)	7	- 1	8	6	6	7	4	3	3
(c) Write-offs and miscellaneous	4	1	4	2	1	1	1	1	1
Subtotal regular resources expenditure (excluding reimbursement)	610	573	638	657	783	811	848	884	920
(d) Support budget costs/reimbursement	8	7	8	9	9	9	9	9	9
Gross regular resources expenditures	618	580	646	666	792	820	857	893	929
Growth (%)	7	- 6	11	3	19	4	5	4	4
Income less expenditures	- 66	129	86	124	23	19	12	7	4
Movements non-cash assets/liabilities	45	- 34	- 55	- 4	- 12	- 14	- 15	- 16	- 17
Year-end cash balance									
(a) Convertible currencies	76	169	202	318	332	337	334	325	312
(b) Non-convertible currencies	8	9	7	11	8	8	8	8	8
Total cash balance	84	178	209	329	340	345	342	333	320
Funded reserves									
After-service health insurance	-	-	30	40	60	80	90	100	110
Capital assets	14	14	14	11	11	11	10	10	10
(c) Funded reserves total	14	14	44	51	71	91	100	110	120
Total Cash Available (a) + (b) - (c)	70	164	165	278	269	254	242	223	200
Liquidity guideline compared to year-end cash balance:									
(a) Liquidity guideline	71	73	79	82	84	87	90	93	93
(b) Convertible currency balance net of future year contributions received in advance	76	169	202	318	332	337	334	325	312

*Gross amounts - "Transfer to biennium support budget" are not included which are shown separately as item (d) under expenditures

Table 6. UNICEF financial plan: other resources

(In millions of United States dollars)

	Actual				Plan				
	2001	2002	2003	2004	2005	2006	2007	2008	2009
Income	674	745	956	1 187	1 490	1 249	1 275	1 301	1 327
Growth (%)	27	11	28	24	26	- 16	2	2	2
Expenditure									
(a) Programme assistance-regular	404	442	482	585	675	702	706	764	780
Growth (%)	20	9	9	22	15	4	1	8	2
(b) Programme assistance-emergency	229	253	353	359	660	550	510	498	507
Growth (%)	48	11	39	2	84	- 17	- 7	- 2	2
(c) Write-offs and miscellaneous	3	5	6	4	4	4	4	4	4
Total expenditures including write-offs	636	700	841	948	1 339	1 256	1 220	1 266	1 291
Growth (%)	29	10	20	13	41	- 6	- 3	4	2
Income less expenditures	38	45	115	238	151	- 7	55	35	36
Movements non-cash assets/liabilities	3	43	- 103	17	- 4	- 4	- 4	- 4	- 4
Year-end cash balance									
(a) Convertible currency	363	451	463	718	865	854	905	936	968
(b) Non-convertible currencies	0	0	0	0	0	0	0	0	0
Total cash balance	363	451	463	718	865	854	905	936	968

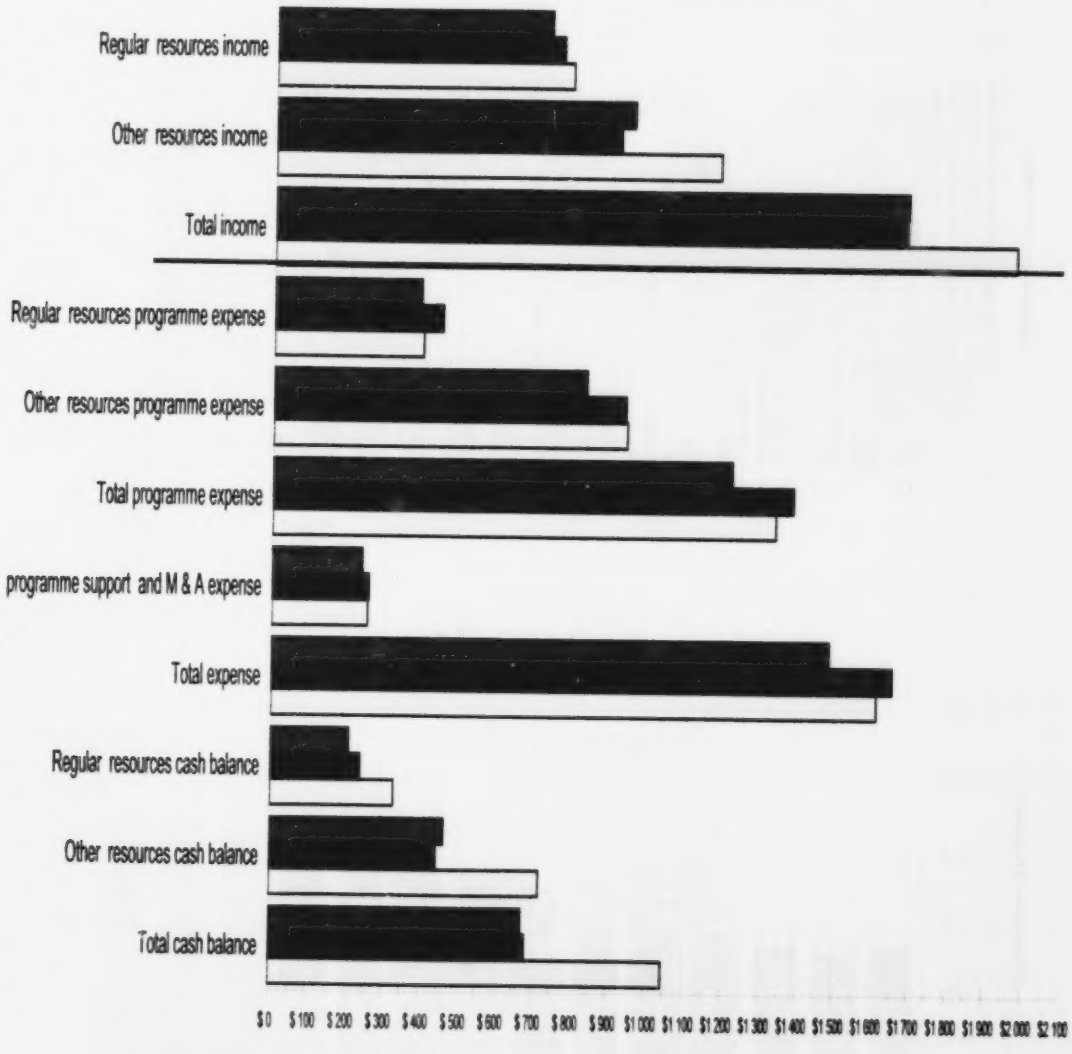
Table 7. UNICEF financial plan: procurement services and trust funds

(In millions of United States dollars)

	Actual			Planned				
	2002	2003	2004	2005	2006	2007	2008	2009
1. Opening balance trust funds:								
Procurement services	139	137	210	226	217	217	217	217
Other activities	-16	-15	58	54	61	107	107	107
	123	122	268	280	278	324	324	324
2. Funds received:								
Procurement services	143	277	395	291	375	430	479	522
Other activities	203	358	196	251	286	130	130	130
Total	345	635	591	542	661	560	609	652
3. Disbursements:								
Procurement services	145	204	379	300	375	430	479	522
Other activities	201	285	200	244	240	130	130	130
Total	346	489	579	544	615	560	609	652
4. End balance:								
Procurement services	137	210	226	217	217	217	217	217
Other activities	-15	58	54	61	107	107	107	107
Total	122	268	280	278	324	324	324	324

Figure I

Financial Performance for 2004


Regular resources income
Other resources income
Total income
Regular resources programme expense
Other resources programme expense
Total programme expense
programme support and M & A expense
Total expense
Regular resources cash balance
Other resources cash balance
Total cash balance
$0 $100 $200 $300 $400 $500 $600 $700 $800 $900 $1 000 $1 100 $1 200 $1 300 $1 400 $1 500 $1 600 $1 700 $1 800 $1 900 $2 000 $2 100

(In millions of United States dollars)

□ 2004 Actual ■ 2004 Planned ■ 2003 Actual

Figure II

Cash balances

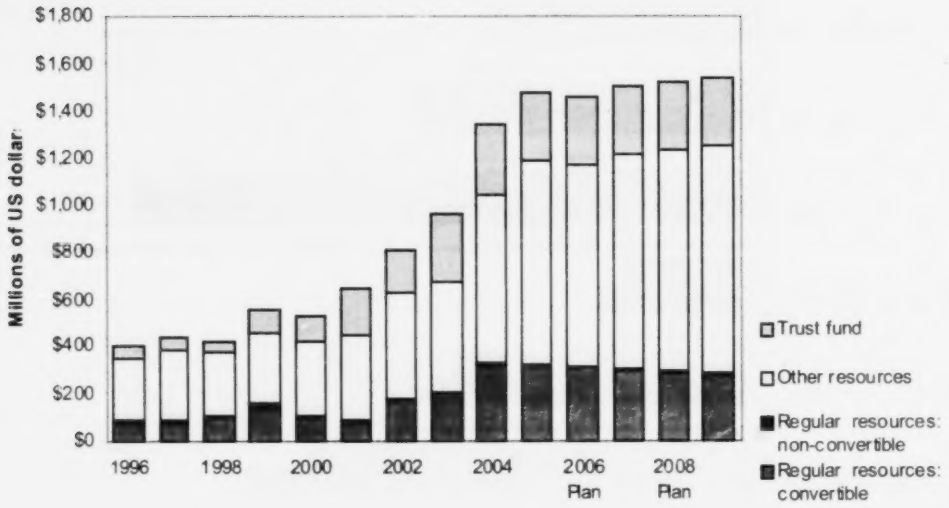


Figure III

Income by category

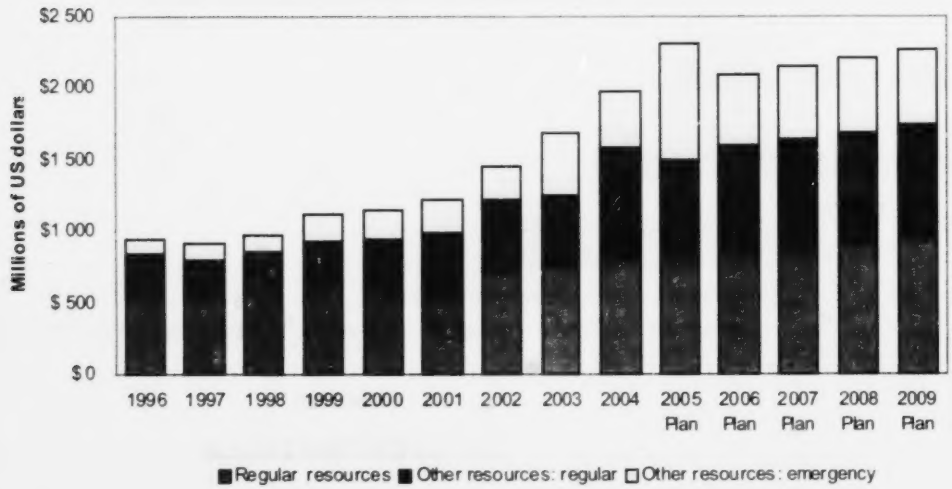


Figure IV

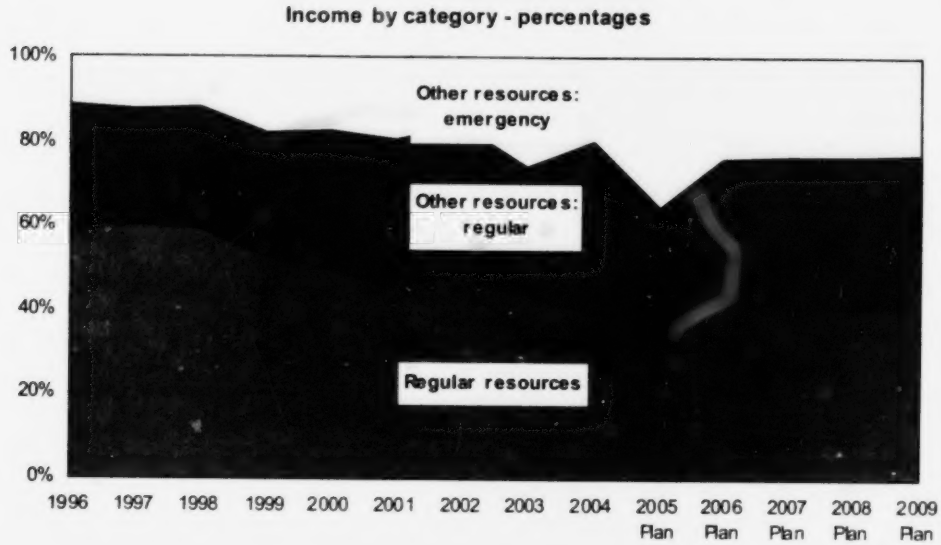


Figure V